

Golden Gate

Long Range Interpretive Plan

National Park Service
U.S. Department of the Interior
National Recreation Area



“If we in the Congress do not act, the majestic area where sea and bay and land meet in a glorious symphony of nature will be doomed.”

—US Representative Philip Burton, 1972



Message from the Superintendent

Golden Gate National Recreation Area (GGNRA) is truly a people's park. Established over 40 years ago in 1972, the park was part-of-a-national movement to bring national parks to people in their own communities. Since then, Golden Gate has grown into one of the world's most-visited national parks in the country. The park includes Muir Woods National Monument and Fort Point National Historic site. Dedicated to preserving the exquisite scenery, unique ecologies, and important historic resources of the San Francisco Bay Area, Golden Gate is host to an estimated 17 million visitors annually.

We believe that people need parks, and parks need people. Embracing that belief, we strive to be an active, contributing member of the many Bay Area communities, and welcome community members in helping care for the park.

The natural and cultural resources and related visitor experiences of GGNRA are dazzling in their variety and complexity. The park's team of professional interpreters, as well as other education partners, a critical role in delivering high quality and innovative programs that help park visitors comprehend the full meaning and relevance of the resources of this extraordinary national park.

Our partnership with the Golden Gate National Parks Conservancy, in particular, has been outstanding. The Parks Conservancy supports and directly delivers a variety of innovative interpretation and education programs that educate and engage our park visitors and inspire the next generation of park stewards.

We invite your active engagement in carrying out the goals of this ten-year vision for interpretation and education at Golden Gate. This is your park—please join us in the adventure.



Frank Dean
General Superintendent

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About the Long Range Interpretive Plan

A Long Range Interpretive Plan (LRIP) describes a ten-year vision for a national park's interpretation and education program. It details foundational information that forms the basis of the plan, and the actions necessary to achieve the vision.

Key to creating the GGNRA's plan was the input and ideas from park staff, Golden Gate National Parks Conservancy Staff, park partners, and various stakeholders. Numerous internal and external interpretive planning workshops were held during the previous five years that formed the basis for this plan. The three essential elements of the plan are:

Foundational Information

Foundational information used to guide the development of the park's future interpretation and education program. Includes basic information about the park and its visitors, the significance ascribed to the place and its resources, and primary interpretive themes (over-arching stories). Mission statements, management goals, description of visitor experience goals, and factors affecting interpretation provides for context in which work is completed. Throughout the course of the process, stakeholders played a vital role by collaboratively establishing this foundation.

Current Programs & Activities

Existing conditions describe the current structure, programs and activities in the Division of Interpretation and Education. It describes broad goals for areas of education, outreach, public programs and personal services, interpretive media, accessibility and volunteer management, as well as individual activities occurring in each area. Although the section describes programs by NPS, often in partnership with the Golden Gate National Parks Conservancy and the Presidio Trust, we acknowledge the many park and community partners programs that are not listed that serve the millions of visitors and community members that engage in the park each year. Without their support and tireless work, the GGNRA would not be the truly amazing place it is today. We would also like to note that program offerings are constantly changing and evolving, and the division did its best to capture the current status of programming to date.

Direction for the Next Decade

This section describes the strategy in which the Division of Interpretation and Education will work to meet its mission of engaging new audiences through high quality programming. It outlines eight key focus areas and actions for the next ten years. It is the heart of the Long Range Interpretive Plan and where readers should focus their attention.



OTHER GOLDEN GATE NATIONAL RECREATION AREA PLANS

The LRIP reflects the direction and guidance of the GGNRA and Muir Woods and Presidio General Management Plans. It also aligns with and draws pertinent information from other park planning documents, such as historic furnishing reports, scope of collections statements, various cultural and natural resource reports and climate change action plans.

COMPREHENSIVE INTERPRETIVE PLAN

This Long Range Interpretive Plan is the main component GGNRA's Comprehensive Interpretive Plan. Also included in the Comprehensive Interpretive Plan are site specific and program area specific strategies and plans. They include:

- Volunteer Vision for GGNRA
- Outreach Program Strategy
- Social Media Strategy
- Park Youth Collaborative Summary & Partnership Charter
- Presidio Interpretive Plan
- Biennial Work Plans

UPDATING THE LONG RANGE INTERPRETIVE PLAN

Printed in 2014, this Long Range Interpretive Plan has a ten-year horizon. However, it will be updated as changing conditions warrant. If major modifications to the Long Range Interpretive Plan are necessary, external stakeholder participation should again be invited.





SECTION I: FOUNDATIONAL INFORMATION

ABOUT THE GOLDEN GATE NATIONAL RECREATION AREA

One of the world's largest urban national parks, Golden Gate National Recreation Area hugs the California coastline for nearly 80 miles in and around San Francisco. Established by Congress in 1972 as part of a movement known as "Parks to the People", the park has grown in size, and includes under its management two additional National Park Service units—Fort Point National Historic Site and Muir Woods National Monument. The park's lands are located in three counties—Marin, San Francisco, and San Mateo with inholdings by other agencies and private owners incorporated in the park's legislative boundaries.

The park is part of the United Nations-designated Golden Gate Biosphere Reserve. It includes world-renowned visitor destinations such as Alcatraz Island and Muir Woods. Other destinations of regional and national importance include the Marin Headlands, Stinson Beach, Fort Mason, Ocean Beach, and Mori Point; as well as newly acquired lands Pheleger Estate and Rancho Corral de Tierra.

For neighbors who live and work in the Bay Area, the park is their "backyard" national park: the place where they board sail, walk the dog, go for a run, or bring their kids to explore nature and touch history. The park also attracts visitors from across the country and around the world; a total of 17 million people annually—among the most of any national park in the country—are drawn to the unparalleled recreational opportunities, stunning natural beauty, and riveting stories.

National parks in the San Francisco Bay region, including Golden Gate, house an amazing richness of biological diversity due to the variety of habitats and unique geology of the area. Over half of North American avian species, and nearly one-third of California's plant species are found in the park. There are 25 federally threatened and endangered species and a total of 37 threatened and endangered species within Golden Gate's legislative boundaries. Golden Gate's habitat restoration programs engage interested individuals, corporations, and youth groups in projects, such as invasive plant removal, natural areas revegetation, and native horticulture to bring back ecological balance and preserving native species.

In addition to its rich natural heritage, the park chronicles thousands of years of history, from Native American culture, the Spanish Empire frontier and the Mexican Republic, to maritime history, the California Gold Rush, the evolution of American coastal fortifications, and the growth of urban San Francisco. The park contains 5 National Historic Landmark Districts, 13 National Register of Historic Places properties, 7 National Register-eligible properties, 9 documented cultural landscapes, 365 identified and over 500 predicted archeological sites, and one of the largest museum collections in the National Park Service. A Park Archives and Records Center is available to the public by appointment or during regular walk-in research hours.

Partnership is a core value of the park with an astonishing number of outstanding nonprofit organizations working in and with the park to make available a wide variety of innovative programs. The Golden Gate National Parks Conservancy is the official support organization for the park, providing an extraordinary level of funds and leadership in preservation, enhancement and interpretation of park resources. In addition, the Presidio Trust acts as the primary partner for all activities on Presidio lands.

Park management includes a General Superintendent, Deputy Superintendent, and a number of operating and administrative divisions. The park's budget ranges from \$40–50 million annually and includes annual federal appropriations, capital and special purpose project funding, fee funds, and donated funds. Park staffing is augmented by a high level of volunteerism, exceeding 400,000 hours of volunteer service per year.

SIGNIFICANCE STATEMENTS

The following significance statements define what is most important about the park's many resources and values and demonstrate the very reason why the lands have been designated as a national park. They are taken from the General Management Plan for the GGNRA and Muir Woods National Monument and the Presidio General Management Plan.



GOLDEN GATE NATIONAL RECREATION AREA SIGNIFICANCE

Physical Landforms

The convergence of the San Andreas Fault, San Francisco Bay at the Golden Gate, and the California coastline creates a dynamic environment of exceptional scientific value.

Coastal Corridor

The remnant undeveloped coastal corridor of marine, estuarine, and terrestrial ecosystems supports exceptional native biodiversity and provides a refuge for one of the largest concentrations of rare, threatened, and endangered species in the national park system.

Ohlone & Coast Miwok

Parklands are within the traditional homelands of Coast Miwok and Ohlone people. They contain indigenous archeological sites with native heritage, historic and scientific values.

Military Installations & Fortifications

The park includes one of the largest and most complete collections of military installations and fortifications in the country, dating from the Spanish settlement in 1776 through the 20th century. These installations served as command post for the army in the Western United States and the Pacific. This long period of military presence has yielded one of the most extensive collections of historic architecture in the national park system.

Alcatraz Island

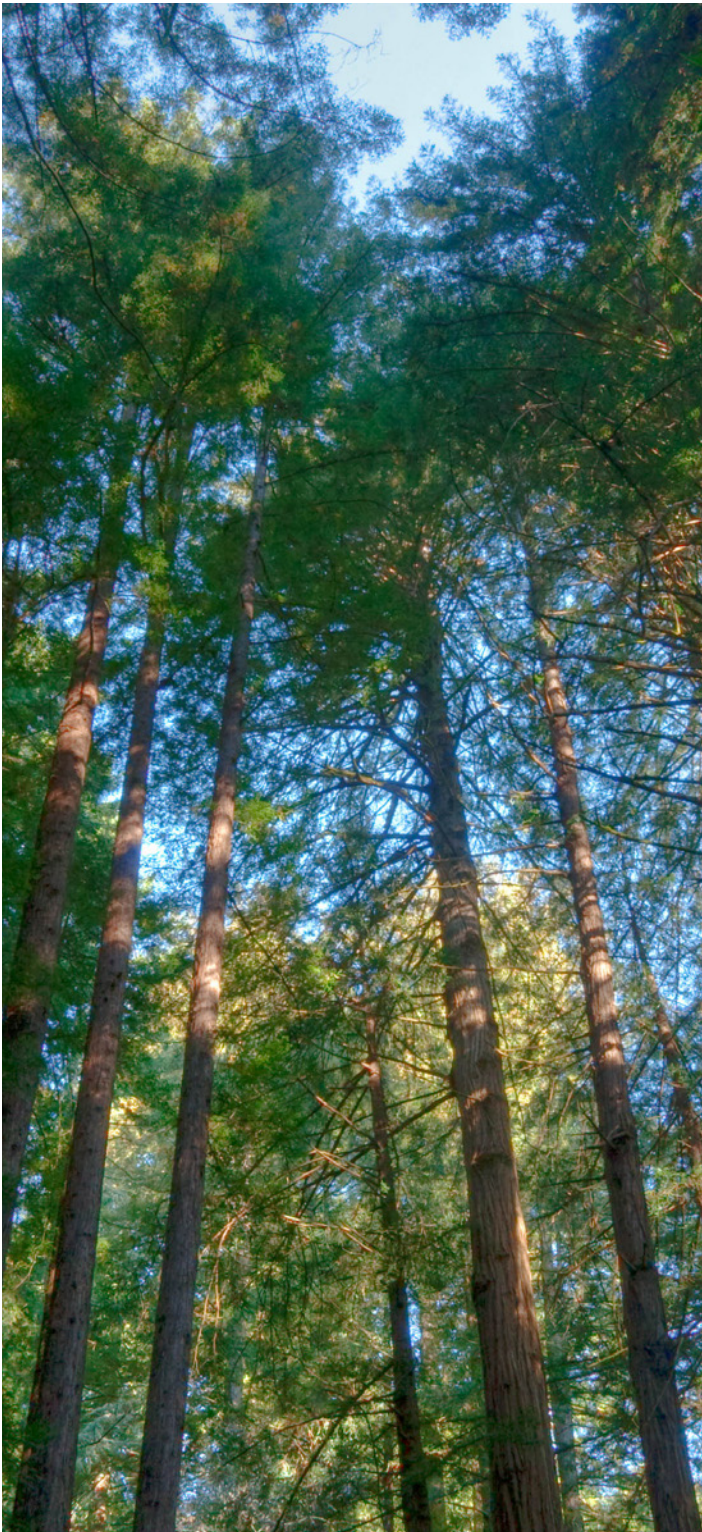
Alcatraz Island, the site of pre-Civil War fortifications, was the nation's first military prison, later became the most notorious maximum security penitentiary in the United States, and subsequently was the site of the occupation that helped ignite the movement for American Indian self-determination.

Scenic Beauty

The headlands of the Golden Gate have long been recognized for their outstanding scenic qualities. The remarkable convergence of land and sea and of bay and ocean—combined with the palpable energy of 16 major rivers merging—create a spectacle that is truly unique.

Recreational & Educational Opportunities

The continuum of park resources at the doorstep of the San Francisco Bay Area provides an abundance of recreational and educational opportunities.



MUIR WOODS NATIONAL MONUMENT SIGNIFICANCE

Muir Woods National Monument preserves the last remnant of old-growth redwood forest close to metropolitan San Francisco that retains its primeval character. The establishment of the monument is an important manifestation of early 20th-century conservation history.



FORT POINT NATIONAL HISTORIC SITE SIGNIFICANCE

Fort Point, one of only two remaining intact third-system forts in the United States, represents the culmination of American military technology, architecture, and construction during the first half of the 19th century—the most fundamental of which was the arrangement of guns in multiple tiers.

PRIMARY INTERPRETIVE THEMES

A set of six overarching interpretive themes organize the largest-scale ideas and meanings related to the park's resources and values. They represent the dynamic interplay between the park's significance and provide the foundation for developing education and interpretive programs. These themes are not mutually exclusive, and there is overlap in associated stories under each. Many stories are interlinked and complementary—a logical result of telling multiple stories about places whose people, events, resources and ideas are so interrelated. Additionally, these themes may evolve over time to include newly discovered significant sites, stories and a fresh perspective.

THEME 1—GEOLOGICAL FORCES

HOW DOES THE PARK'S GEOLOGY SHOWCASE ITS GLOBAL SCIENTIFIC VALUE?

The park's unique, significant geological forces create a dynamic environment of exceptional scientific value.

Coastal areas throughout the park provide evidence of tectonic movement, uplift and erosion, as well as sea-level rise and fall, illustrating the concept of life “on the edge”—the edge of the continent, the continental shelf and the place where land meets sea. The topological relief of the park plunges to the depth of the ocean and rises to the highest point of 2,300 feet near the top of Mt. Tamalpais. Hill slopes range from nearly flat marine terraces and alluvial deposits to steep canyons situated along creeks and near vertical bluffs above the coast.

Located within the park is the seismically active zone of the San Andreas fault, where the Pacific Plate slowly is creeping northward past the North American Plate at a rate of about one inch a year. In addition to the San Andreas, there are many smaller subsidiary faults in the area, including the dangerous Hayward Fault to the east of the park. Tectonic movement along these faults is expressed as violent earthquakes about once a century and is responsible for the rugged terrain around the Bay and in the Golden Gate.

The geologic resources of the park include faults, plate margins, and a subduction zone—a diversity of rock types and deposits representing more than 100 million years of the earth's history. Sandstone, shale, basalt, chert, and serpentinite are among the bedrock types present. These rocks belong to the Franciscan Complex and were greatly deformed and partly metamorphosed as the ocean floor was thrust under the western edge of the North American Plate. The resulting landscape—

sheared and crushed sandstone and shale, with occasional blocks of more resistant rocks like chert forming prominent outcrops—is easily eroded.

These epic geologic forces and events such as the Great 1906 San Francisco earthquake and the 1989 Loma Prieta earthquake shed light on how local communities evolve, adapt, and endure the complex geologic processes that shape the relationship between people and landscape.



THEME 2—ISLANDS OF REFUGE

HOW CAN WE HELP THREATENED & ENDANGERED SPECIES THRIVE IN OR NEAR AN URBAN SETTING?



In a world of diminishing natural resources, the GGNRA preserves “islands” of biological refuge, providing opportunities for threatened species to not only survive but thrive within or near an urban setting.

Many Bay Area residents and park visitors think of the GGNRA in terms of isolated sites such as Muir Woods, Marin Headlands, Presidio and Mori Point. However, the park is much larger than “the sum of its parts.” These “biological islands” provide critical habitat for plants and animals and are interconnected through a network of natural corridors that include ever-moving sand dunes, rugged cliffs, coastal chaparral, low mountains, swaths of prairie, live oak woodlands, salt marshes, freshwater wetlands and creeks, and redwood forests. These coastal refuges become increasingly important for the rare, threatened and endangered species that live within them as development competes for what little open space is left.



California’s nature is a part of our heritage: the living incarnation of California soils, waters, and genetic evolution. The park houses both the state flower the California poppy, the state bird the California quail, and the state rock serpentinite. Every city in the world was formerly a wilderness, and our parklands give us a glimpse into the past and a reminder of the California Coast that stood strong long before the early adventurers and pioneers made an impact.

As the park restores critical habitat, we see the return of threatened species and even discovery of new species. The ongoing story of the indigenous habitats invites school children and other visitors to learn about adaptation, migration, tidal patterns, and other important ecological processes and functions. These outdoor classrooms make learning authentic and personally meaningful and contribute to a better understanding of ourselves and our place in the natural world.

THEME 3—OHLONE & COAST MIWOK

HOW DO OHLONE & COAST MIWOK PEOPLES RETAIN & SHARE THEIR CULTURES?



Ohlone and Coast Miwok peoples, as the traditional inhabitants of these lands, partner with the park to share their stories of the past and how they retain their vibrant cultures today.

Native Americans have called the San Francisco Bay region home for over 10,000 years. Park areas south of the Golden Gate, from the San Francisco Peninsula, to the East Bay and south to Monterey, are the aboriginal lands of the Ohlones (also called Costanoans). Park lands north of the Golden Gate, primarily in Marin County and Southern Sonoma County, are the aboriginal lands of the Coast Miwoks. The park's oldest archeological site is shell material found at Land's End, dated from 150 AD.

In 1776, when Spanish military and civilians arrived in the Bay Area to establish military garrisons (presidios), Franciscan missions, and towns (pueblos), life abruptly and dramatically changed for the native people of the San Francisco Bay Area. With Spanish colonization came the establishment of religious missions, required living within these missions, introduction of new deadly diseases, and forced labor. Spanish efforts to indoctrinate the indigenous peoples into an alien society and religion led to a tragic destruction of the way of life of Ohlones and Coast Miwoks.

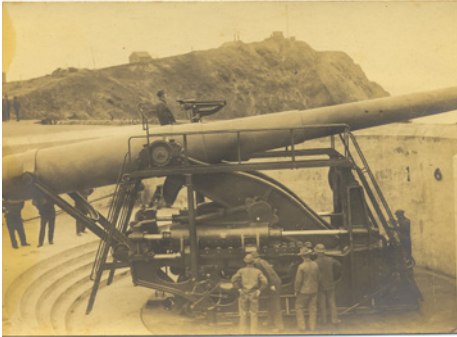
Today, descendants of Ohlone and Coast Miwok peoples live throughout the Bay Area. Many are organized into distinct tribal groups. While participating in contemporary society, they are actively involved in the preservation and revitalization of their native culture. Restoration of native language, protection of ancestral sites, practice of traditional plant uses, storytelling, dance, song, and basket weaving are all aspects of these restoration efforts.

The Division of Interpretation and Education works with members of the Federated Indians of Graton Rancheria (the federally recognized tribe composed of park-associated Coast Miwoks and Southern Pomos) and members of the many Ohlone tribes seeking federal recognition, and those individuals who partake in stewardship of Ohlone heritage to provide culturally relevant programs and interpretation of their stories. The park supports a number of cultural events and programs that assist Ohlone and Coast Miwok peoples in sharing stories and traditions dating back thousands of years, as well as sharing the multiple perspectives that relate to the arrival of Spanish, Mexican and European colonists.



THEME 4—MILITARY LEGACY

HOW CAN THE PARK'S MILITARY LEGACY INFORM OUR NATIONAL INTENTIONS?



As a gateway to the Pacific, the strategic location of the Golden Gate sparked a continuum of military responsiveness for more than 300 years.

People have always been drawn to the land around San Francisco because of its sheltered harbor and its rich natural resources. Over time, as different communities arrived here, they would defend their stake in the land against potential invaders. The Spanish established the Presidio of San Francisco in 1776 to protect their interests in the bay. In 1822, Mexico took over this area from Spain, but later abandoned the Presidio fort and moved their central government north to Sonoma County. After the United States took control of California in 1848, the U.S. Army began to construct permanent posts and sea-coast fortifications.



In the 1850s and 1860s, the U. S. Army identified harbor defense as one of the principle means for protecting the American seacoast. They reasoned that a well-protected and fortified coastline would dispel the need for a costly, large standing army. This strategy continued well into the 20th century when investment into coast defense weapon systems was deemed the best choice for national security.



As a result, Golden Gate National Recreation Area contains a stellar collection of seacoast fortifications that offers examples of nearly every important development in military fortification from the Civil War to the Cold War. The batteries provide tangible, physical examples of the emerging commercial and strategic importance of San Francisco Bay, as well as the evolution in military technology. The military stronghold on entrance to the bay is a major reason the land was spared from development and is preserved today.

Although no hostile shot was ever fired, the military history of the park offers ample opportunity to discuss issues of war, peace and national security that has shaped and will continue to frame the country and landscape over time. Visitors can reflect on our nation's past and current position as a "superpower," the choices and trade-offs we have made, and the very notion of liberty, patriotism, and independence.

THEME 5—FREEDOM, JUSTICE & EQUALITY

HOW DO THE MANY HISTORIES OF THE PARK CHALLENGE US TO CONTEMPLATE THE MEANING OF FREEDOM, JUSTICE & EQUALITY?



Layers of history within the park challenge us to contemplate the meanings of freedom, justice, and equality.

Alcatraz Island—with its history steeped in political activism—has witnessed the ongoing struggle to define freedom—its limits and applications—for individuals, cultures, and society. From the imprisoned conscientious objectors during World War I to African American inmates protesting segregationist policies to the American Indian Occupation of 1969-1971 demanding civil rights and dignity, the island provides an opportunity to consider contrasting views on human rights and rehabilitation, as well as civil rights movements and the role of political protest.

Buffalo Soldiers, African American enlisted men, served with honor during America's expansionism overseas in the late 19th century/ early 20th century. Still, they faced a moral dilemma of enabling the doctrine of white supremacy abroad, while lynching and other forms of racism confronted them, their families, and their communities at home. The Buffalo Soldiers' story is one of many in which we can deepen our understanding of the national debate on the quest by other racial, cultural, and sexual minorities to obtain full citizenship through military enlistment.

Japanese American internment during the Second World War raises the issue of individual and collective responsibilities of citizens in a constitutional democracy, and allows us to deepen our understanding of what happens to civil liberties during times of war or crisis in the name of national security.

Sutro Baths, a highly-popular leisure destination of the late 19th century, enforced a segregationist policy allowing only whites to swim in the pools. John Harris, an African American, successfully used a California Civil Rights law to sue Sutro Baths after being denied entry in the summer of 1898. His victory right when the "Separate but Equal Doctrine" was declared by the US Supreme Court places this story at the heart of 20th century America.

Compelling local stories of oppression and individual and collective struggle can be found in almost every corner of the GGNRA. The opportunities to dialogue about these events with those that visit the park both enrich and challenge the national historical narrative and elevate our thinking around what it means to be a land of the free.



THEME 6—SCENIC LANDSCAPES

WHAT INFLUENCE DO THE PARK'S LANDSCAPES EXERT ON THE PEOPLE & PLACES OF THE BAY AREA?

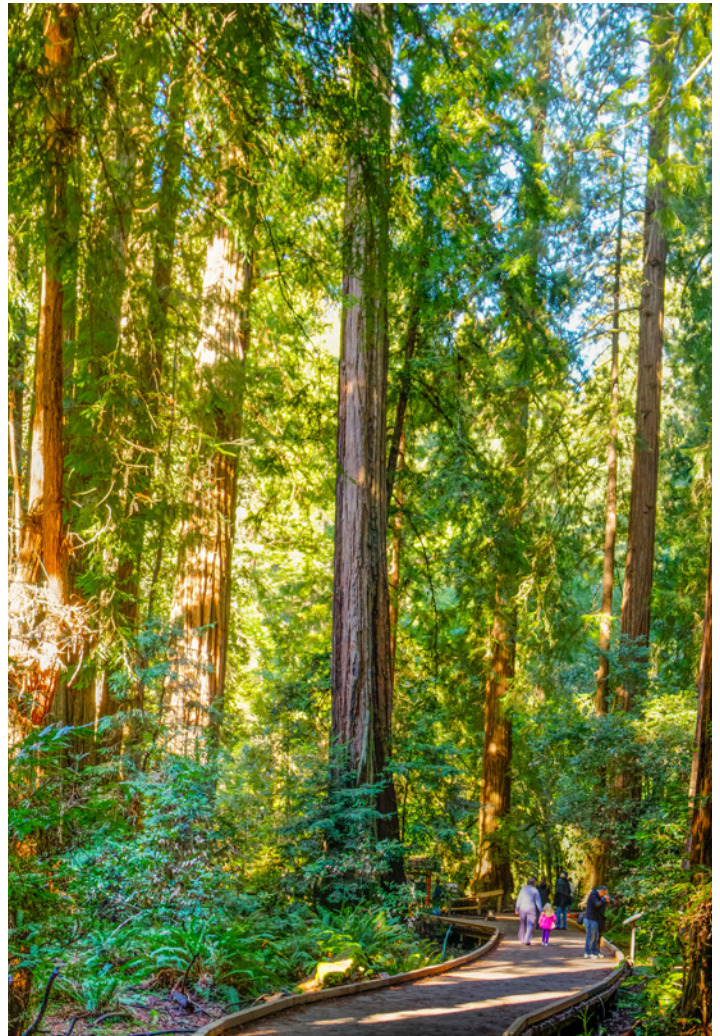
The scenic landscapes of the GGNRA exert a powerful influence on the complex interactions of people and place that define the Bay Area.

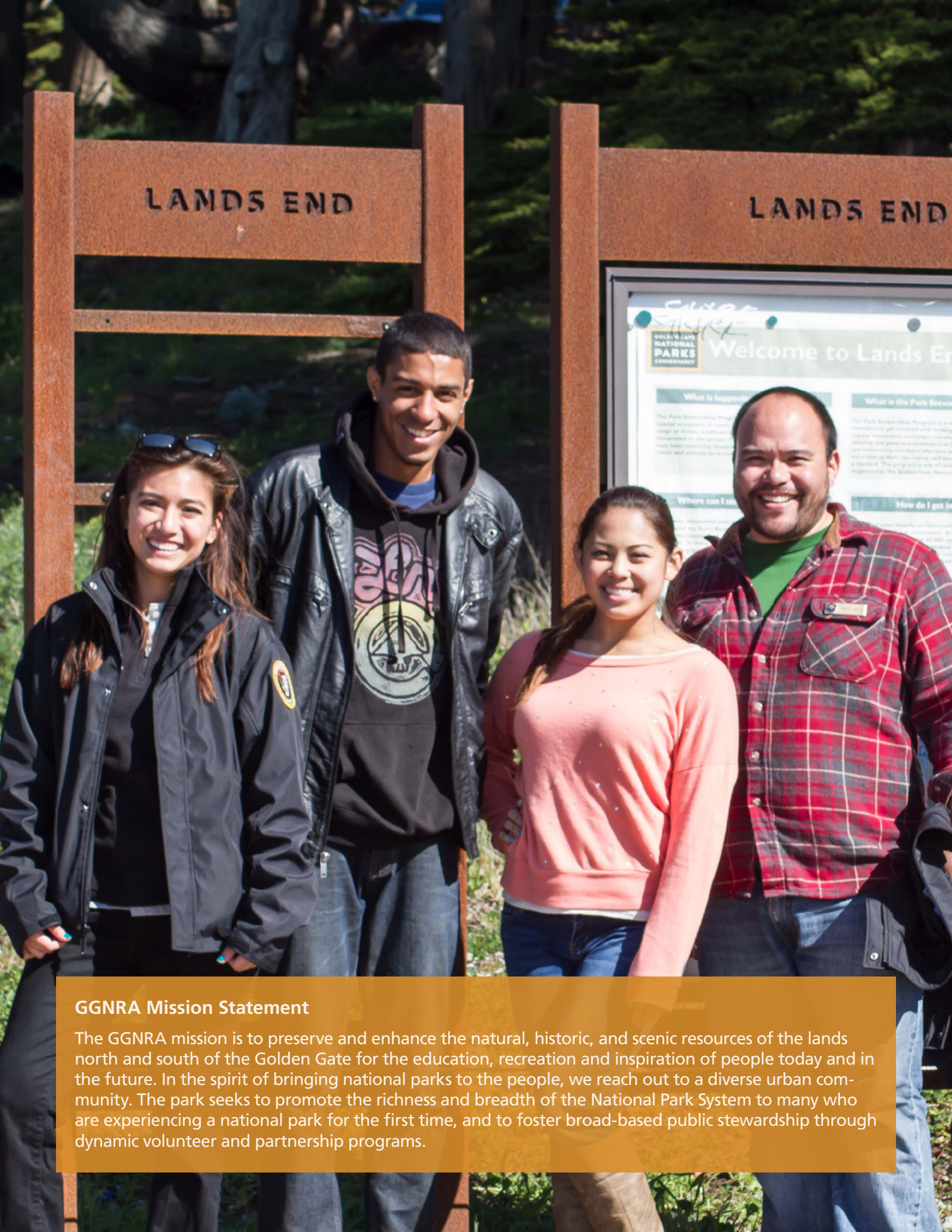
Centered at the entrance to one of the world's greatest harbors, the parklands stand as a powerful witness landscape to the epic stream of people that flowed between its headlands. The Gold Rush, World's Fair, and numerous wartime mobilization efforts are among the many rich periods of recent history that brought an influx of people from around the country and the world. This multicultural, multi-national wave of people forever transformed the relationship between people and place.

One compelling story of such change involves William and Elizabeth Kent who realized that Redwood Canyon, a popular hiking and recreation destination, contained one of San Francisco Bay Area's last uncut stands of old-growth redwood forest. They bought 612 acres for \$45,000. To protect the trees, the Kents donated 298 acres containing the core of the forest to the U.S. government. President Theodore Roosevelt declared the area Muir Woods National Monument in 1908. At Kent's suggestion this new protected area was named for conservationist John Muir. Muir Woods National Monument was the tenth national monument to be designated under the Antiquities Act, the first to be in proximity to a major city, and the first to consist of former privately owned lands.

As the population grew over the 20th century, a dynamic contrast emerged between urban environments and undeveloped spaces. In the late 1960s, the scenic beauty of the park's undeveloped landscapes, as well as its critical role in many significant chapters from America's past, sparked a grassroots movement that led to protection of the land. A proposed major development for the Marin Headlands, as well as along San Francisco's western shoreline, inspired Bay Area community members to organize and ultimately preserve the open spaces that today constitute much of the parklands that contribute so much to quality of life of Bay Area residents and visitors.

Today, tens of thousands of people volunteer each year in a variety of capacities from monitoring wildlife to educating urban schoolchildren. Volunteers are able to engage in the national park in a deeper and more meaningful way than what was first envisioned when national parks were established. Thousands of other visitors come to the GGNRA to walk, hike, ride, and admire the rugged coastline as it meets the Pacific Ocean. They gather with friends and family, meet new people, and learn about people who existed hundreds and thousands of years ago. Whatever the reason for visiting the park—to escape the bustle of city life or experience a living history program—the ordinary person may be transformed by the magical interaction with this place and time.





LANDS END

LANDS END

Golden Gate
National
Parks
Foundation

Welcome to Lands End

What is happening?

What is the Park Stewardship Program?

The Park Stewardship Program is a...
The Park Stewardship Program is a...
The Park Stewardship Program is a...
The Park Stewardship Program is a...

The Park Stewardship Program is a...
The Park Stewardship Program is a...
The Park Stewardship Program is a...
The Park Stewardship Program is a...

Where can I see...

How do I get in...

GGNRA Mission Statement

The GGNRA mission is to preserve and enhance the natural, historic, and scenic resources of the lands north and south of the Golden Gate for the education, recreation and inspiration of people today and in the future. In the spirit of bringing national parks to the people, we reach out to a diverse urban community. The park seeks to promote the richness and breadth of the National Park System to many who are experiencing a national park for the first time, and to foster broad-based public stewardship through dynamic volunteer and partnership programs.

MISSION FOR INTERPRETATION & EDUCATION AT GOLDEN GATE

Interpretation & Education Mission Statement

The mission of the Division of Interpretation and Education GGNRA is to provide visitors with opportunities for a transformative and inspiring national park experience.

In order to accomplish the mission, staff are encouraged to take leadership in conceiving, implementing, and evaluating high quality and innovative programs and materials that engage communities in the full meaning and contemporary relevance of resources. Listening to feedback from current park visitors, as well as seeking out the voices of those who are not typically heard, is an essential part of the work. In addition, we recognize the strength in our internal and external partnerships and promote a culture of collaboration and teamwork.

The future work of the division will focus on strategies for engaging new audiences, especially youth and their families who traditionally have had little, if any, access to their national parks. Our goal in working with youth is to support them on the path to becoming successful, contributing adults who value and protect their communities' natural and cultural resources. In addition, the division will prioritize improving meaningful access to park programs by those with limited mobility, hearing, and sight. Rangers will pursue professional development opportunities, be trained on working with diverse audiences including youth and those with special needs, and reflect the diversity of the Bay Area.

Management Goals and Expectations

Golden Gate National Recreation Area's management team expects the Interpretation and Education program to accomplish the following goals over the next ten years:

- Interpretation and Education staff will be deeply knowledgeable about park resources and pursue professional development opportunities that enable them to design, implement, and adapt programs and services to the needs of a changing nation.
- Interpretation and Education staff will reflect the diversity of the Bay Area and be able to offer programs and material in multiple languages.
- Interpretation and Education programs and services will be meaningfully accessible and enjoyed by visitors of various abilities.
- The community will be encouraged to share their ideas for interpretation and education and become invested stakeholders in the future direction of their park.
- Interpretation and Education division will hold itself accountable as a reliable and active partner in projects and programs.
- Interpretation and Education division will evaluate and measure the effectiveness of our overall program of education and interpretation in meeting identified goals and outcomes.
- GGNRA will be a leader and visionary in implementing innovative models for community engagement and working with diverse communities, sharing its wealth of resources and best practices with others in the region and nationally.





Park-wide Visitor Experience Goals

The ultimate desire of the Interpretation and Education staff is that any visitor to the GGNRA receives a truly transformative experience, and that their experience will have a profound impact on their life. Whether a visitor took part in a program that expanded their ideas of the American experience, or watched a raptor soar across the Golden Gate for the first time, or simply had the opportunity to contemplate and soak in the beauty of the landscape, the individual will be inspired and their very character will be forever altered.

It is with that premise that the following visitor experiences are formed, with the understanding that we must meet the very basic needs of our visitors first in order to reach those transformative experiences that we wish them to have.

Visitors to Golden Gate National Recreation Area should have opportunities to:

- Feel welcome in the park through encounters with staff, interns and volunteers that are courteous, knowledgeable, and professional.
- Easily obtain accurate, up-to-date information about an array of attractions, trails, safety precautions and pertinent park regulations needed to help plan their visits to the park in a user-friendly and conveniently accessible manner.
- Have easy access to facilities that are inclusive, inviting, safe, clean, helpful, conveniently located, and frequently open for visitation.
- Choose from a varied menu of educational, recreation and conservation programs and activities offered by the National Park Service and park partners within a broad array of park-based resource themes.
- Understand the significance and value of the parks, their intriguing stories and unique resources through interpretive programs, compelling exhibits, printed materials, and electronic media that offer multiple perspectives and utilize multiple styles of learning.
- Find personal relevance while making intellectual and emotional connections to park sites and stories as well as with the people that work in the park.
- Reflect on the meaning behind park sites and stories and share their own personal experiences.
- Become personally involved in park stewardship, resource education, and visitor services through the Volunteers-in-Parks program.
- Participate in management of the park through creative avenues of public involvement and convenient feedback mechanisms.
- Pursue interests inspired by the park experience by referring to sources of additional information or related park sites.

Partnerships

In order to fully realize the mission and vision for interpretation and education, strong partnerships must be forged and maintained with national, regional and local government agencies, non-profits, and community-based organizations.

The Golden Gate National Parks Conservancy, the GGNRA's cooperating association, has taken a lead role in visitor services with its award-winning audio tour and night program at Alcatraz, unique blend of exhibition and retail space at Lands End Lookout and the Golden Gate Bridge Pavilion, and a vast array of park publications from information brochures to books. The Presidio Trust has increased its visitor services on the Presidio over the years to include dynamic education programs, public programs, and exhibits. In addition numerous park partners such as Nature Bridge, YMCA, Slide Ranch and others, provide an exciting array of programs. In isolation, NPS and each one of these organizations are highly effective. Yet, when organizations work together, results can be amazing. The Crissy Field Center is an outstanding demonstration of how aligning agendas, pooling resources, and partnering can create a collective impact unattainable by a single organization working alone. This innovative partnership between the Parks Conservancy, NPS, and The Presidio Trust engages over 25,000 children, youth and families annually that traditionally have not visited their national park.

As a core value and integral to accomplish our mission, the Division of Interpretation and Education commits to:

- Coordinate with key partners on each other's development of strategic plans, annual work plans, and program development and implementation.
- Create opportunities for community-based organizations to engage in the development, implementation, and evaluation of programs and ensure that their needs and interests are heard and taken meaningfully.
- Host regular Marin park partner meetings to update them on projects, share ideas, and find ways to be most effective and efficient to our outreach and programming.
- Actively engage in the Park Youth Collaborative, Arts in the Park, and the Bay Area's Healthy Parks Healthy People Initiative along with their various park partners.
- Collaborate and support nearby parks such as Mount Tamalpais and Angel Island State Parks, East Bay Regional Parks, Juan Bautista de Anza National Historic Trail and the four East Bay National Park Service sites with resource sharing and joint regional projects.
- Utilize Park Academy, new employee orientations, and other workshops to extend training opportunities to partner staff on interpretation and education, as well as the park's natural and cultural resources.
- Work closely with the Division of Business Management in guiding the development of programmatic partner plans and providing input in annual reviews.
- Expand the number of partners that we work with and strengthen the relationships with existing partners so that they are long-term, durable and always have mutual benefit.
- Frequently evaluate our partnerships for their effectiveness and value to use as a measurement of how well we are meeting our mission and goals.





PARK-WIDE FACTORS AFFECTING INTERPRETATION & EDUCATION

Many forces have a bearing on the interpretation and education program at Golden Gate. Since no program operates in a vacuum, this information provides context for understanding, planning, and implementing the park's interpretation and education program. Issues often include topics such as long-range service-wide initiatives, critical resource issues, issues related to staffing and funding, employee development, use of technologies, dynamics of neighboring communities, and concerns of stakeholders not previously voiced.

SIGNIFICANT INFLUENCES

A Call to Action, Preparing for a Second Century of Stewardship and Engagement: Released in August 2011, A Call to Action was a challenge to all NPS employees and partners to commit to action and advance the National Park Service toward a shared vision for 2016 and our second century. The plan draws from three major initiatives—America's Great Outdoors: A Promise to Future Generations (2011); the National Parks' Second Century Commission Report, Advancing the National Park Idea (2009); and The Future of America's National Parks (the Centennial Report, 2007). The heart of A Call to Action includes four broad themes supported by specific goals and measurable actions. The themes and goals include:

I. CONNECTING PEOPLE TO PARKS

Goals

- **DEVELOP** and nurture life long connections between the public and parks—especially for young people—through a continuum of engaging recreational, educational, volunteer, and work experiences.
- **CONNECT** urban communities to parks, trails, waterways, and community green spaces that give people access to fun outdoor experiences close to home.
- **EXPAND** the use of parks as places for healthy outdoor recreation that contributes to people's physical, mental, and social well-being.
- **WELCOME** and engage diverse communities through culturally relevant park stories and experiences that are accessible to all.

II. ADVANCING THE NATIONAL PARK EDUCATION MISSION

Goals

- **STRENGTHEN** the NPS as an education institution and parks as places of learning that develop American values, civic engagement, and citizen stewardship.
- **USE** leading edge technologies and social media to effectively communicate with and capture the interest of the public.
- **COLLABORATE** with partners and education institutions to expand NPS education programs and the use of parks as places of learning.

III. PRESERVING AMERICA'S SPECIAL PLACES

Goals

- **MANAGE** the natural and cultural resources of the NPS to increase resilience in the face of climate change and other stressors.
- **CULTIVATE** excellence in science and scholarship as a foundation for park planning, policy, decision making, and education.
- **ACHIEVE** a standard of excellence in cultural and natural resource stewardship that serves as a model throughout the world.
- **COLLABORATE** with other land managers and partners to create, restore, and maintain landscape-scale connectivity.

IV. ENHANCING PROFESSIONAL & ORGANIZATIONAL EXCELLENCE

Goals

- **DEVELOP** and recruit NPS leaders at all levels with the skills to lead change, work with partners, ensure employee safety, and seek new ways to accomplish goals.
- **BUILD** a more flexible and adaptive organization with a culture that encourages innovation, collaboration, and entrepreneurship.
- **RECRUIT** and retain a workforce that reflects the diversity of the nation, from entry level employees to senior leaders.
- **MODERNIZE** and streamline NPS business systems and use leading-edge technology to enhance communication.

National Park Service Interpretation and Education Renaissance: The National Park Service's National Education Council began a nationwide movement in 2006 to enhance and equip its interpretation and education programs to meet the needs of 21st century audiences. The Renaissance has five areas of focus, all of which are relevant to the interpretation and education of Golden Gate National Recreation Area. The five areas of focus include:

- a. Engage People to Make Enduring Connections to America's Special Places
- b. Use New Technologies
- c. Embrace Interpretation and Education Partners
- d. Develop and Implement Professional Standards
- e. Create a Culture of Evaluation

Programmatic and Physical Accessibility: The principles of Universal Design advocate the design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design.

Making every park program meaningfully accessible for the widest possible range of people is our goal. Although not all parts of the park are ever going to be equally accessible to all people given the protection of historic structures and landscapes, the steepness of terrain, and diversity of environments, we strive to provide an "equivalent interpretive experience", or (from Section 504 of the Rehabilitation Act of 1973) meaningful access to programs when viewed in their entirety. In the future, interpretive programs and media, in particular, need to update all material to Universal Design standards and be innovative and creative about developing programs and signage and informational outlets so that all can enjoy the parks.

Climate Change: Change has always been a powerful force of nature. National parks and the stories they represent help us understand and appreciate how much our lives are influenced by change. They illustrate for us how interconnected we are with our environment whenever change occurs. Today, we hear more and more about the effects of "climate change". Scientists tell us there is little doubt that human activities are having a major impact on the atmosphere and ecosystems of our planet.

Glaciers and snow packs are melting, ocean temperatures are going up, coastal erosion is increasing, and changes in weather patterns are leading to drought and heat waves, and paradoxically, more severe wind and rainstorms. According to

researchers, the magnitude and pace of these changes, as well as additional ones that climatologists believe to be probable, are unprecedented in human history. Many of them have consequences that will affect the resources and influence the experiences for which the national parks were established. Regardless of their causes, we must do what we can to manage these impacts and adapt to the new circumstances they bring. Much of Golden Gate's parklands border the ocean and the bay. Projected rise in sea level will have immediate and profound effects on the park's beaches and tidal lands, historic structures, archeological and geological sites, and roads and access.

Potential climate change impacts to Golden Gate:

1. Sea Level Rise

- a. Damage and loss to cultural resources & buildings
- b. Damage to infrastructure, such as roads, utilities and reduced access
- c. Beach and bluff erosion and coastal flooding (especially during storms)
- d. Direct effects to archeological sites, tidepools, and shorelife

2. Temperature Rise

- a. Effects to plant and animal habitats
- b. Effects to threatened and endangered species
- c. Effects to marine environments & shore life
- d. Increases in temperatures of aquatic systems affect biota
- e. Promotes weeds, noxious plants, & spread of pathogens
- f. Increased fire danger to parklands & urban-wildland interface areas

3. Changes in precipitation and fog

- a. Effects to redwood ecosystem, which depends on fog moisture
- b. Increased fire danger to parklands & urban-wildland interface areas
- c. Potential decrease in water for riparian habitats
- d. Potential for severe and unusual storms



SIGNIFICANT ISSUES & OPPORTUNITIES

In order to carry out the mission of the National Park Service, the Division of Interpretation and Education must be nimble and able to adapt to ongoing change. From local changes in the conditions of trails, to regional policy changes that affect the way the division manages its budget and staff, to national trends such as the increase in childhood obesity, to global trends, such as the impacts of climate change, the division must consider all issues and adjust plans to meet new and existing conditions. A list of significant current issues affecting GGNRA Interpretation and Education include:

- Finalized version of park’s General Management Plan
- Management and goals of our collaborative agency, The Presidio Trust, and our cooperating association, the Golden Gate National Parks Conservancy
- Changes in guidelines for Universal Accessibility
- Finalization of GGNRA Dog Management Plan
- GGNRA’s Sustainability Vision—push to reduce park’s energy use
- Transformation of Main Post and its connection to Crissy Field area with the construction of Presidio Parkway
- Implementation of Park Youth Collaborative
- Recent improvements to trails, overlooks, and other sites
- The planning and opening of Heritage Center, Presidio Visitor Center, and National Center for Service and Innovation
- Contracting for Alcatraz ferry service and future location of Alcatraz embarkation
- Muir Woods visitor arrival and transportation changes
- Approach of the NPS Centennial in 2016
- BioBlitz and other large scale events planned in and around the park
- Acquisition of new lands in San Mateo County such as Rancho Corral de Tierra
- Increased collaboration and integration with California State Parks and funding reductions for State Parks
- Federal budget and political climate in the state and Washington DC
- Major changes to NPS policies and systems within HR, IT, and Administration
- Change of workforce—46% of NPS is currently eligible for retirement
- Tourism trends and influx of tourists via San Francisco cruise ships, Hop on Hop Off buses, and other commercial services
- San Francisco Unified School District initiatives and budget shortfalls
- Changing demographics and availability of social services for those in need, especially youth and families in surrounding cities and counties
- Need to preserve major historic resources and buildings on Alcatraz causing disruption of the visitor experience
- Reconfiguration of Marin Headlands transportation infrastructure
- Large scale restoration of Muir Beach and Redwood Creek area



PROFILE SUMMARY OF PARK VISITATION

Current and potential visitors are described in broad terms in order for the park to effectively deliver interpretive and educational services. If the park is to be relevant and NPS staff effectively connect with visitors, we need to understand the changing demographics of the nation, and, in particular, our surrounding communities. Knowing that historically national parks have not successfully reached all sectors of the population, GGNRA will invest in reaching out to those nontraditional or underserved audiences to ensure equal access for all.

General Visitation

An estimated 17 million people visit Golden Gate National Recreation Area annually, with steady visitation year round that peaks during the late spring through early fall months. A mix of international destinations and favorite hangouts by local residents comprise the collection of sites within the GGNRA. While commercial tour companies bring visitors to many popular locations within the park, individuals and groups in surrounding San Francisco, Marin, and San Mateo counties comprise the majority of visitation to the GGNRA.

The Division of Interpretation and Education and its partners made approximately 5.5 million visitor contacts during fiscal year 2012, providing services ranging from visitor information to formal interpretive or education programs.

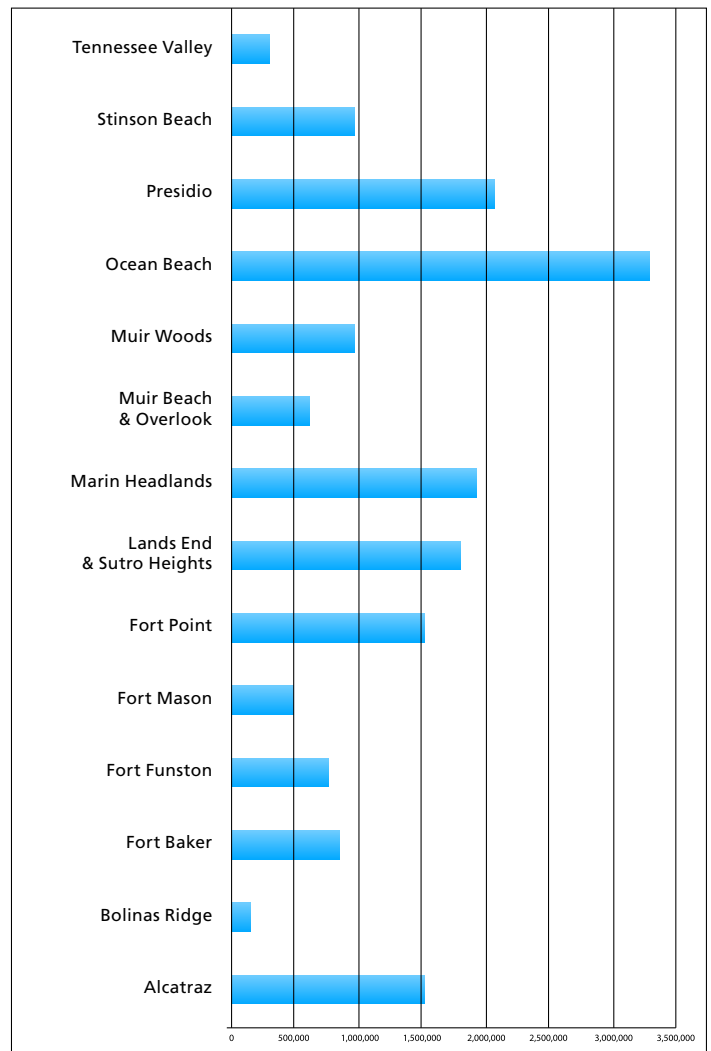
Local Destinations

There are over 7 million people that call the Bay Area home, and many areas of the GGNRA are a favorite. Within each county, the local communities immediately surrounding park sites include vocal park advocates who heavily participate in open houses and have a vested interest in park management. These sites include Muir Beach, Stinson Beach, Tennessee Valley, Marin Headlands, Ocean Beach, Lands End, Crissy Field, Presidio, Ocean Beach, Fort Mason, Mori Point, Milagra Ridge, Sweeney Ridge, Rancho del Corral, and Pheleger Estate among others. Individuals and groups in these communities and nearby enjoy the park on a monthly, weekly and daily basis. They enjoy all of the recreational opportunities the park affords, and many volunteer regularly as stewards and docents.

International & National Visitation

Tourists from all over the world visit the GGNRA. Sites that are nationally and internationally recognized as vacation destinations include Alcatraz Island, Muir Woods National Monument, Golden Gate Bridge plaza, and Fort Point National Historic Site. At many of these sites, information is available in multiple languages, including Spanish, German, French, Italian, Japanese, Dutch, Mandarin, Portuguese, and Korean.

VISITATION BY SITE

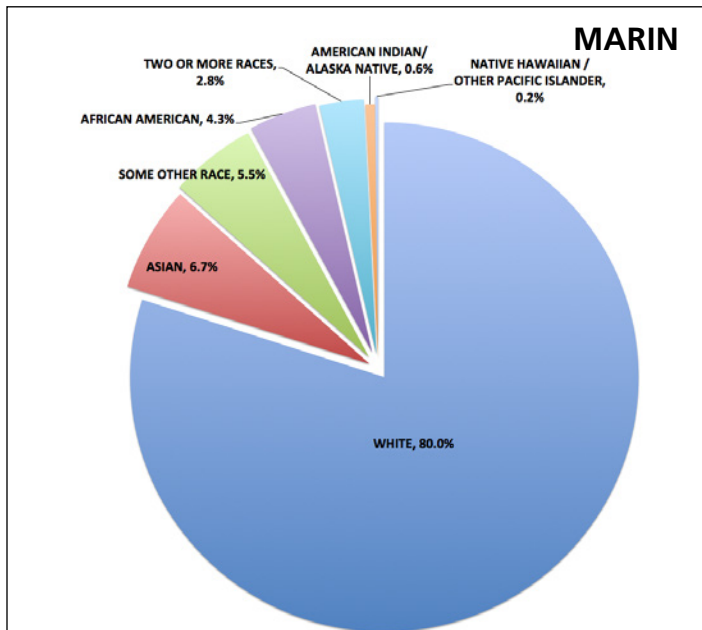
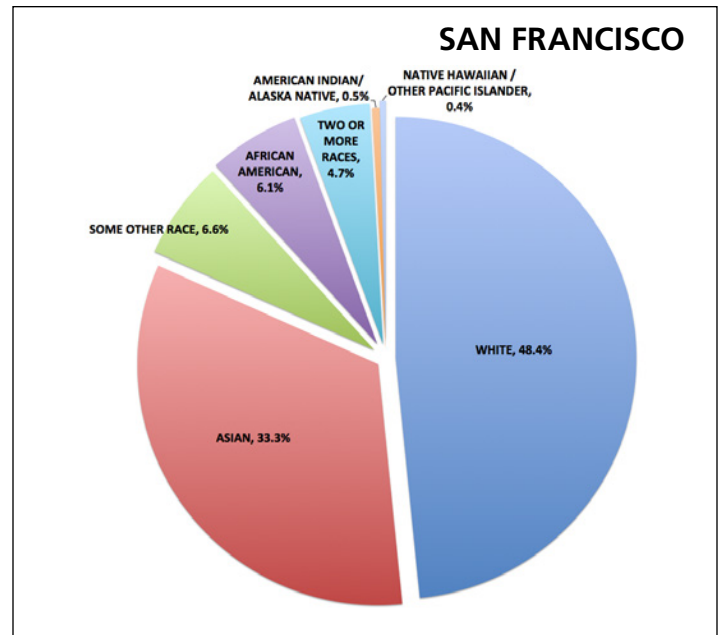


Source: Visitor Use Statistics 2012

Area Demographics

San Francisco

According to the 2010 U.S. Census Bureau data, San Francisco County has a population of 805,235. The median household income in 2010 was \$71,304, with 11.9% of the population living below the poverty level. Children under five years old constitute 4.4% of the population, with 11.1% between the ages of 5 and 19, and 13.6% over the age of 65 years. 48.4% of the population is white, 6.1% is African American, 0.5% is American Indian/Alaska Native, 33.3% is Asian, 0.4% is Native Hawaiian/Other Pacific Islander, 6.6% is "some other race" and 4.7% is "two or more races". (These figures refer to race alone or in combination with one or more other races, and consequently add up to more than 100% of the population.) 15.1% identify as Hispanic or Latino, of any race.

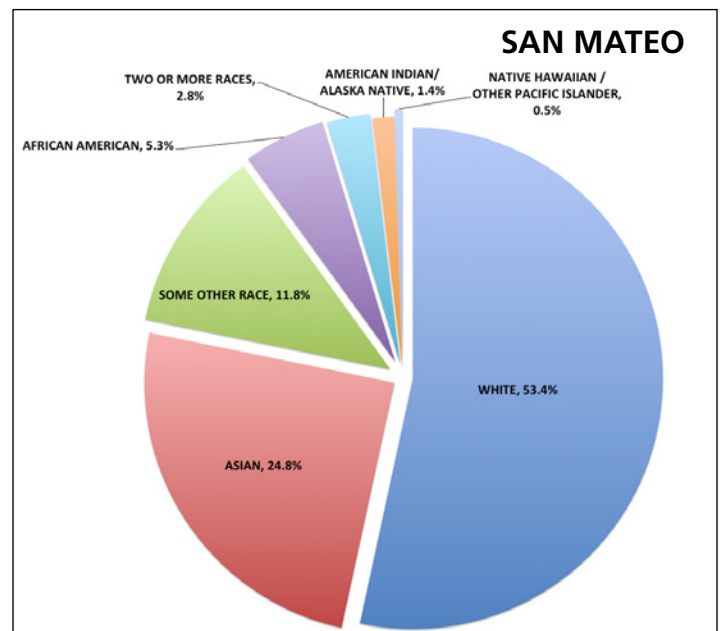


Marin County

According to the 2010 U.S. Census Bureau data, Marin County has a population of 252,409. The median household income in 2010 was \$89,268, with 7.0% of the population living below the poverty level. Children under five years constitute 5.5% of the population, with 16.8% between the ages of 5 and 19, and 16.7% over the age of 65 years. 80% of the population is white, 2.8% is African American, 0.6% is American Indian/Alaska Native, 5.5% is Asian, 0.2% is Native Hawaiian/Other Pacific Islander, 6.7% is "some other race", and 2.8% is "two or more races". 15.5% identify as Hispanic or Latino, of any race.

San Mateo County

According to the 2010 U.S. Census Bureau data, San Mateo County has a population of 701,985. The median household income in 2010 was \$85,648, with 7.0% of the population living below the poverty level. Children under five years constitute 6.5% of the population, with 17.8% between the ages of 5 and 19, and 13.4% over the age of 65 years. 53.4% of the population is white, 2.8% is African American, 0.5% is American Indian/Alaska Native, 24.8% is Asian, 1.4% is Native Hawaiian/Other Pacific Islander, 11.8% is "some other race", and 4.7% is "two or more races". 25.4% identify as Hispanic or Latino, of any race.



<http://factfinder2.census.gov>

Special Attention to Underserved Audiences

Interpretive programs will reach out to the following audience types that have traditionally been underserved in the national parks.



People with Disabilities

This audience includes visitors with visual, auditory, mobility, and cognitive impairments.

The Next Generation

This includes children and youth under the age of 26. Opportunities for them to engage in the parks through their schools, after-school programs, with their families, and on their own through recreational, volunteer and career development programs will be crucial.

Non-White or People of Color

This user group comprises people of diverse cultural and ethnic backgrounds reflective of the Bay Area. They include Latino, Asian, African-American, American-Indian, and other ethnic minority groups. In addition to English, the next most commonly spoken languages are Spanish, Cantonese, and Mandarin.

Low-Income Communities

There are areas within San Francisco, San Mateo and Marin counties that have little or no access to nearby parklands. A focus will be given to schools and community organizations that serve these populations.

Schools & the Education Community

School classes and other student groups organized and sponsored by educational institutions, from kindergarten through college age, often request programs relevant to their studies or curriculum-based activities. Emphasis will be placed on serving public schools that serve a majority of students on free or reduced lunch.

Virtual Visitors

People of all ages are turning to the Internet for information, interpretive experiences, and trip-planning/advance organizing information more than ever. Many people are physically unable to visit the park, and instead experience it virtually through printed media or at off-site locations.



SECTION II: CURRENT PROGRAMS & ACTIVITIES

STAFFING & STRUCTURE

Division of Interpretation and Education staff are located throughout almost all areas of the park. Currently there are three Interpretive Site Supervisors: one for areas north of the Golden Gate Bridge, one for areas south of the Golden Gate Bridge, and another for Alcatraz. These site supervisors collectively oversee an interpretive team of about 25 employees, and also act as the main points of contact for those areas in overall operations and management. Interpretive rangers are stationed at Alcatraz, Presidio, Fort Point, Golden Gate Bridge, Marin Headlands, and Muir Woods.



In addition, the division has five Interpretive Specialists that focus on the park's highest priorities. The Volunteer Specialist works with over 50 volunteer managers in the park and directly supervises an Ocean Stewardship Ranger that helps visitors understand and protect our beaches and marine areas. The Outreach Specialist oversees four rangers, two of whom work specifically with the Crissy Field Center. These rangers deliver community outreach programs that reach underserved audiences on and off site. Led by the Education Specialist, a team of six education-based rangers deliver and evaluate K-12 programs throughout the park. One Media Specialist manages the website, social media and publications program, and another Accessibility Media Specialist concentrates on improving all aspects of our interpretive program for accessibility and universal design. The Chief of the Division of Interpretation and Education leads the overall work of the division and is assisted by a full-time budget analyst.

Although the division has a total staff of about 50 permanent, term, Pathways, and seasonal full-time and part-time rangers, it relies on its many partners to serve the millions of visitors and community engaged of the park. Many programs and activities are offered by NPS, often in partnership with the Golden Gate National Parks Conservancy, The Presidio Trust, and other premier organizations. Many park partners, such as Nature Bridge, Marine Mammal Center, and YMCA deliver their own collection of programs, often in collaboration with the NPS, but are not listed due to the sheer volume and complexity of programs.

OUTREACH FOR CIVIC & COMMUNITY ENGAGEMENT

As national parks across the country universally struggle with how to diversify their core visitation, so does the Golden Gate National Recreation Area. However, because it is located within one of the most dynamic and ethnically diverse urban areas of the United States, GGNRA is positioned to be a national model and leader in successful community outreach and engagement. With that in mind, a dedicated team of rangers develops and facilitates Community Outreach Programs that seek to increase the number of underrepresented populations that engage in their national parks and break down barriers to participation.

Most visible are the efforts of the Crissy Field Center, which opened in 2001 as a partnership of NPS and the Parks Conservancy. Designed to be an entry point into the parks for those who have traditionally had little, if any, access to their national parks, the CFC has grown immensely over the years and includes the Presidio Trust as a core partner. Staff engage approximately 26,000 children, youth, families and educators annually in a variety of ways, including overnight camping, school field trips, after school programs, summer camps, youth leadership experiences, special events, and educator workshops.

Due in part to the success of the Crissy Field Center, a park-wide effort is underway to expand its outreach and engage underrepresented populations such as low-income families, ethnic minorities and those residents for whom English is not their primary language.

Recent projects include a partnership with the Parks Conservancy to launch the “Roving Ranger” mobile visitor center. The redesigned bread truck is driven to local colleges and other places in and beyond parkland, bringing information to areas where rangers are typically not present. Working collaboratively with the Institute at the Golden Gate, health professionals and other regional and city parks to form the Bay Area Healthy Parks Healthy People, rangers lead regular programs to encourage those at high risk for chronic disease to get out and get active.

Developing more relevant programs and materials and encouraging people to utilize their park as a community resource are just a few ways the park has begun to create a more welcoming place for diverse communities. GGNRA along with its partners organize hundreds of free buses to schools and community organizations each year, and are exploring ways to expand access to sites throughout the park on a regular basis.

The following are a set of nine strategic goals that can be found along with more information in the park’s Outreach Program Strategy.

- Outreach efforts are strategically directed towards specific constituencies
- Relationships with local community-based organizations (CBO’s), education institutions, community leaders, and teachers are consistently nurtured and expanded
- Interpretation and education programs are relevant for—and appeal to—underrepresented audiences
- Local, diverse communities acquire information about park programming and recreational opportunities through their preferred media sources and outlets.
- Park publications, interpretive/education programs, displays and digital media are accessible by speakers of different languages.
- Local community groups and education institutions are aware of and utilize options for public transit, group transportation, and discounted fees to park sites
- Park staff and volunteers reflect the diversity of our surrounding Bay Area communities. (Shared goal with the GGNRA Volunteers-In-Parks Program Vision Plan)
- All interpretive staff (and other park-wide staff/volunteers that interface with the public) acquire updated skills in community engagement, multicultural inclusion, working with urban youth, and creating relevant programming.
- Outreach efforts throughout the park are coordinated and documented across all divisions of NPS, the Parks Conservancy and the Presidio Trust.

EDUCATION PROGRAMS

Education programs are those that serve schoolchildren at the K-12 level, as well as pre-service and in-service teachers. These programs include formal place-based learning programs held in the park and in schools, guided and self-guided programs for school classes visiting the park, and informal school field trips and visits to schools and communities. Golden Gate National Recreation Area's education programs actively engage over 25,000 students annually in learning about and caring for national parks and their own communities. Designed by park staff, classroom teachers, and leaders of community organizations, the programs encourage student achievement and civic engagement through innovative pedagogy and authentic experiences in the park and nearby communities.

All park education programs are designed with urban youth in mind. Programs will be relevant, place-based, learner-centered, widely accessible, and utilize sound scholarship. They will be collaborative, include applications in home communities, and incorporate ongoing evaluation. The education program cultivates a new group of National Park Service stakeholders among America's youth as they see the relevance of national parks to today's difficult and pressing issues.



Parks As Classrooms at Golden Gate:

- Provide authentic K-12 park-based inquiry learning experiences relevant to urban youth. An array of staff-led and self-guided curriculum-based programs, as well as interactive web sites and distance learning opportunities, are available in several languages and made accessible to schools that serve students from low-income families.
- Partners with the Crissy Field Center, playing an increasing role in the park's educational endeavors. Our agencies partner in projects such Finding Urban Nature: An Educators' Guide to Exploring San Francisco's Natural History, the online teaching tool and professional development days produced to assist teachers in using place-based education in their local environments.
- Extends our reach through teacher professional development programs, which create an expanding cadre of educators who can help thousands of children access the park for place-based learning. We involve these local educators in the development and evaluation of programs. A key component continues to be the park's relationship with Teacher Credential programs in local universities.
- Enriches our current K-12 education programs with nonprofit park partners, collaborating with them in our common endeavors, and with school districts, universities and other educational institutions outside the park.

PUBLIC PROGRAMS & PERSONAL SERVICES

National park visitors highly prize the chance to learn from and be inspired by someone who knows park resources well and can effectively communicate meanings and stories of those resources. Personal services programs are interactive, foster two-way communications, and provide a human touch that the influence of technology has diminished in our society. The human connection opens the opportunity to interpret current critical issues, feature current research and stewardship efforts, target multiple learning styles, reach special audiences, and promote professional development for staff. Programs provided by staff in the field reinforce the identity of the National Park Service.

For these reasons, programs and special presentations—both in the park and in local communities—are core components of the park’s interpretive program. Interpretive rangers, volunteers, and Parks Conservancy staff—whether leading a tour, demonstrating a technique, or assisting people at an information desk—are most effective in enhancing a visitor’s experience, understanding, and appreciation of the park’s resources.

The following park-wide strategies are currently being implemented for Public Programs and Personal Services:

- Offering an array of exciting and unique programs and events that can be found nowhere else in the Bay Area, such as moonlight tours of Point Bonita Lighthouse, Civil War reenactments at Fort Point, and a Sunrise Ceremony on Thanksgiving morning on Alcatraz.
- Specifically targeted marketing for park and partner programs is vital to creating a welcoming environment and increasing attendance at programs. Our Public Affairs Office and strategic partners, including local electronic and print media outlets, are developing an integrated marketing plan.
- Leveraging the success of national programs such as the Junior Ranger programs (available at Muir Woods, Marin Headlands and Alcatraz) and Civil War/Civil Rights Trading Card program.

Informal Personal Services—Informal interpretation that emphasizes the park’s resource and experiential values at areas of high visitor concentration in the park, at outreach programs, and at popular destinations outside the park can potentially reach large numbers of people. To this end, the park has an established park-wide roving program at high-use areas in coordination with the divisions of Visitor and Resource Protection, Cultural Resources Management and Natural Resources Management, Law Enforcement and the U.S. Park Police, and Maintenance.

Visitor Centers—Visitor Centers are important contact locations in which much personal interaction with visitors occurs in the park. In partnership with the Golden Gate National Parks Conservancy, the park currently operates visitor centers at Muir Woods, Marin Headlands, Presidio Main Post, Lands End, Fort Point, and the Golden Gate Bridge plaza. A small visitor center in Pacifica is operated by the Pacifica Chamber of Commerce. In addition, ranger stations can be found at Fort Mason Headquarters and on Alcatraz. Staffing at park visitor centers is achieved through a combination of National Park Service rangers, park volunteers, and Parks Conservancy sales personnel. We will continue operation of the centers, and will align hours of operation closely with visitation patterns.

INTERPRETIVE MEDIA

Interpretive media include a broad array of non-personal ways of imparting information to park visitors—before, during, and after their visit. In a highly dispersed park like Golden Gate, with multiple points of entry and a very high proportion of recreational visitors, interpretive media assumes a higher importance than in more traditional national parks. Many visitors prefer to explore the park at their own pace and in their own way. Interpretive media such as indoor and outdoor exhibits, printed information, internet sites, audio tours and multimedia offerings are crucial to meeting the needs and desires of millions of park visitors annually. Improving the delivery of these services is a major focus of the park's overall interpretive program. We continue to conduct an annual assessment of park media, projects, expectations, and research groups through the park's Media Committee, and existing interpretive media is being improved to meet programmatic accessibility design standards.

Golden Gate National Recreation Area

Exploring the Marin Headlands

PARK PARTNERS
 The Marine Mammal Center
 Headlands Center for the Arts
 Bay Area Discovery Museum
 Headlands Institute
 YMCA Point Bonita Outdoor and Conference Hotel
 Golden Gate Hotel

The Marin Headlands tower almost 1,000 feet above sea level, providing many breathtaking views of San Francisco, the Pacific Ocean, and the Bay Area. The Marin Headlands include steep coastal bluffs, tiny coves, wind-swept ridges, lagoons, beaches, miles of backcountry trails, historic seacoast fortifications, and spectacular vista points.

WHAT TO SEE AND DO

BEACH COMING
 Rodeo Beach is easily accessible. This publicly Pacific beach offers good picnic spots, wind for kite flying, and nearby bluffs for hiking and wave watching.

HIKING TRAILS
 Here you will find numerous trails for hiking across open grasslands, among spring wildflowers, up to scenic ridge tops, and along the coastal bluffs. Hikes range from easy short walks to very strenuous day-long hikes. For information, visit the visitor center. Near the ocean, Rodeo Valley opens into a lagoon and beach at the west end, where you can walk along the beach, climb up the coastal bluffs and hike into the backcountry, or walk along a series of historic seacoast fortifications to a lighthouse with stunning views.

RECYCLING
 Many bicycles ride the steep roads into and out of the Marin Headlands. For an easier route, use the Bassen Dairy tunnel. Stages of the highway, winding and very busy roads—there are no marked bicycle lanes. Several challenging off-road trails are available for mountain bikers. Check trailhead maps and at the Marin Headlands Visitor Center for accurate, up-to-date trail information.

BIODEPTH
 The large open spaces of the Marin Headlands are home to many amazing deer, quail, bobcat, raven, rabbit, fox, coyote, and an occasional mountain lion.

SAFETY TIPS
 Never turn your back on the ocean—before or occasional monster waves, which are larger than usual. Be aware of rising or falling ocean tides. Do not climb on the coastal bluffs—the rocks are constantly eroding and are loose and dangerous. Do not walk to the edge of bluffs.

PARK REGULATIONS
 This is a sensitive habitat. Shortcuts cause erosion. Please stay on trails.
 Where allowed, leash pets. No motorcycles on trails.
 No fires on the beach.

EMERGENCY INFORMATION
 In an emergency call the Park Communications Center at (415) 331-1545 or dial 911. Cell phone users call (415) 472-0911.

Exhibits & Waysides—Park exhibits provide an immediate opportunity for visitors to learn about specific park resources evident throughout the park. Exhibits and waysides, well-situated and well-written, are powerful interpretive tools.

Currently, the park hosts over 400 outdoor wayside signs and kiosks at virtually every corner of the park. In addition, permanent and temporary indoor exhibits are located at the Marin Headlands, Muir Woods and Presidio Visitor Centers, Alcatraz Island, Fort Point, Golden Gate Bridge Pavilion and Lands End Lookout which feature the significant resources and stories of those unique places.

The overall focus of the Exhibit and Wayside program is to

- Inventory, catalog, and collect important data about each existing exhibit, kiosks and wayside according to FMSS requirements.
- Improve accessibility of exhibits and waysides. Starting with those that are most visible to the public and in most need of repair, replace all of our aging stock of wayside exhibits over the next ten years.
- Install new waysides and kiosks at newly acquired lands or at sites where major renovation occurred.
- Ensure interpretive signs engage visitors in finding the deeper meaning and understanding the relevance of the resources.
- Explore alternative formats to traditional wayside signs and exhibits. For example, tactile models are being installed at key park destinations, including Lands End, Muir Woods, Alcatraz, Fort Point and other destinations.
- Assure that waysides and exhibits are maintained—clean and free of graffiti.

Websites—The park uses the National Park Service Content Management system to upload and maintain information on the web. Golden Gate National Recreation Area, Alcatraz, Fort Point National Historic Site, Muir Woods National Monument, and the Presidio each have their own URL address and are listed as individual sites on the National Park Service website. Over 7 million visitors browse the combined websites each year and over 4000 pages of information are maintained and monitored to provide visitors with basic information to plan their visit. The sites also offer in-depth articles about specific park resources. A significant section also exists for children and teachers. All site bulletins, maps and Jr. Ranger booklets are available for download from the website, as well as interactive games and videos.

The Presidio Trust and Parks Conservancy also host their own websites, which link to our website and to each other. An online calendar is used by both organizations to host park programs including NPS events and programs and provides visitors with the most current listing of programs of the park.

In addition, the Parks Conservancy produces a monthly e-newsletter called E-Ventures that is sent to over 40,000 subscribers and includes feature stories, volunteer opportunities and special events.



Social Media—Over the last few years, we have increased our use of social media as a means to reach a broader spectrum of park visitors and to foster a feeling of personal ownership and stewardship of GGNRA. This media allows people to contribute actively to the unfolding story of the park by sharing thoughts, comments, and experiences. Currently approved social media outlets include Twitter, Facebook, Flickr and YouTube.

The goals of our social media program are to achieve the following:

- Provide an easy and accessible outlet to publicize 95% of park programs and news
- Allow park visitors to contribute to the awareness of park issues and conditions as well as obtain valuable ongoing feedback about visitor attitudes, expectations, and behaviors
- Promote awareness and information about volunteer opportunities at a minimum of 8 postings a month
- Monitor and dispel rumors when necessary

The social media program is evaluated on an annual basis using metrics and statistical tools provided by the sites themselves. The park also monitors social media trends and what other parks are doing in an effort to glean best practices in how to use social media to benefit the park and its visitors.

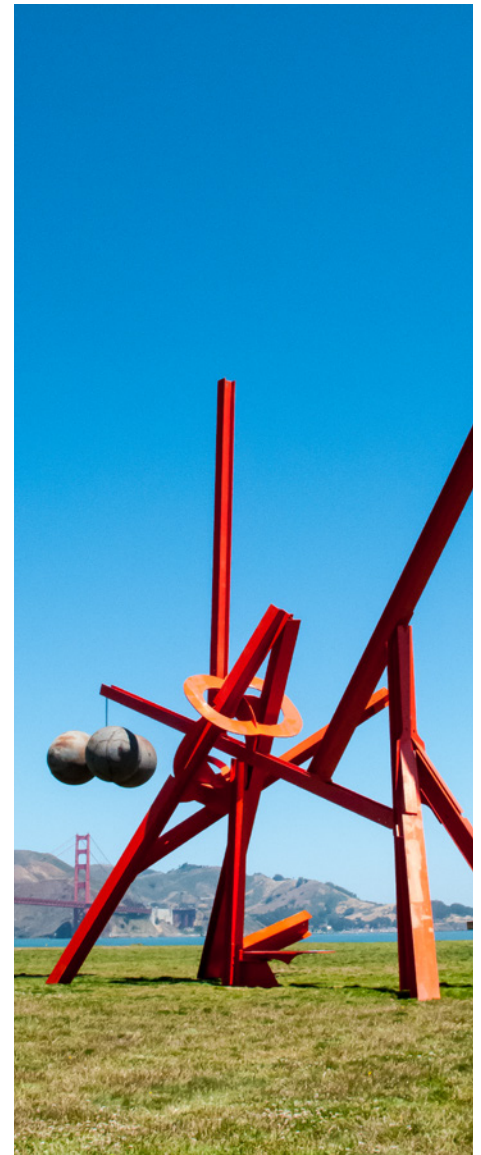


Video, Audio, & Television—These media afford viewers deep insights into the park and its stories at different levels, from different perspectives, and in multiple languages. A compelling and powerful medium for storytelling, these types of media effectively can tell the human stories of the park and open doors to learning and personal discovery. Visitors now receive/access information on a more instantaneous basis through text messaging and instant messaging, rather than email and traditional phone calls.

- Videos about the histories of Fort Point and Alcatraz are shown at those sites. An Emmy award-winning video on the Indian occupation of Alcatraz has been shown on public and commercial television. The Parks Conservancy has produced a video about Adolph Sutro and the baths that is shown at the Lands End Lookout and available for purchase.
- For the past 20 years, an audio tour of the Alcatraz cell house has served millions of visitors and earned many accolades. More recently cell phone tours have been developed for Fort Baker, Point Bonita Lighthouse and Lands End.

Print Media—Newsletters, brochures, and books traditionally allow visitors to take interpretive materials home and extend their park experience on a more intimate level than personal programs or park exhibits generally allow. Brochures and site bulletins not only help explain park resources and tell park stories, they also help reinforce the premise that Golden Gate is part of the national park family.

- Currently, a collection of over 150 brochures, site bulletins and pad maps exist to highlight the vast resources of the park. All are available on the web, with some available exclusively via web in an effort to save paper and printing costs.
- The park continually develops brochures in alternative formats including large print, Braille, and audio transcribed format in order to improve accessibility for those with vision and hearing impairments. Currently the park offers 6 audio-described brochures, 6 Braille-translated brochures, and 6 large-print brochures.
- The park is working to expand production of multilingual and accessible editions of the most important brochures and bulletins. All brochures are currently available for download via the web.
- The Parks Conservancy's 11,000 members benefit from a quarterly Gateways publication that features new projects, interesting articles, program highlights and more.
- The Parks Conservancy also has an active publications program, which produces, maps and guides, topical soft-cover books, and large-format pictorial books. The park and the Parks Conservancy identify the need for new publications on an ongoing basis and bring on new titles each year.



Bookstores—The Golden Gate National Parks Conservancy operates bookstores at all park visitor centers, as well as two additional bookstores at Alcatraz and one at the west end of Crissy Field. These will continue to be improved and upgraded along with its e-commerce online store.

Emerging Technologies—Golden Gate is uniquely positioned to be a research and development testing ground for new interpretive technologies due to our location near Silicon Valley and the innovative academic institutions and organizations of the San Francisco Bay Area. As part of our effort to incorporate green practices and meet the needs of an increasingly tech-savvy public, we are emphasizing the development and evaluation of new and innovative interpretive technologies. We intend to share our experiences with the rest of the National Park Service, and with the interpretive community as a whole.

Arts in the Parks—Working collaboratively with the Division of Cultural Resources, the Parks Conservancy and Headlands Center for the Arts, the Division of Interpretation and Education is working to establish an Arts in the Parks program. Committee members develop recommended criteria for selecting art and refine the process for which artists are engaged in the park in order to champion the use of visual arts as a way to engage new audiences and bring a fresh perspective to how parks are interpreted.



ACCESSIBILITY

It is critical that we improve access to park sites, programs, and experiences for people with disabilities. The division's Accessibility Media Specialist is taking the lead to upgrade exhibits, programs, and facilities and better train our interpretive staff to better serve people with physical and learning disabilities.

- Alcatraz and Muir Woods are equipped with accessibility equipment, such as wheelchairs and strollers, lavalier microphones, hearing-assistive devices, and written and audio transcriptions of material.
- Currently, six audio brochures, two audio walking tours, two cell phone tours, one audio-described exhibit tour, six Braille-translated brochures, and six large-print brochures are available at various park locations.
- The division follows the park's Standard Operating Procedure for accessibility and Harpers Ferry Center guidelines for program accessibility, striving towards universal design.
- The GGNRA is developing and will publish its own in-house guidelines for creating interpretive media, including exhibits, waysides, printed and electronic publications.
- A training program developed by Lighthouse for the Blind and other partners is being instituted using permanent interpretive trainers who will carry tools for interacting with a range of differently-abled visitors back to all sites. All Interpretive/Education rangers will complete this training in 2013.





VOLUNTEERS-IN-PARKS PROGRAMS

The Volunteer-in-Parks (VIP) program at Golden Gate engages individuals and groups in the preservation, enhancement, understanding, and appreciation of park resources through volunteerism. Our program, the largest in the National Park Service with about 500,000 volunteer hours contributed annually, is conducted in close partnership with the Golden Gate National Parks Conservancy and recognized across the country for its excellence. Volunteers and interns are critical to our success and the Division of Interpretation and Education provides the backbone support for all divisions that engage volunteers. The VIP program contains many types of volunteers, including a cadre of docents, long- and short-term volunteers, and interns.

Drop-in or scheduled single-visit volunteer opportunities include beach cleanups, weeding, habitat restoration, trail maintenance, painting, and site improvement projects across locations, such as Sutro Heights Park, Lands End, Baker Beach, Ocean Beach, Crissy Field, West Bluff, Batteries Boutelle & Marcus Miller, and Fort Mason.

Short-term and long-term volunteers perform a variety of tasks throughout the park. They carry out visitor servicing functions, habitat restoration, office duties and more.

Docents present interpretive and educational programs and participate in extensive training and skills development in order to provide high quality programming throughout the park.

Interns work full- to part-time and often receive housing and/or a living allowance. For many interns, this is a career-building opportunity and, therefore, they receive a lot of support and mentoring. The park has recently implemented an Academic Internship program through a partnership with San Francisco State University and City College of San Francisco. The innovative program invests in a diverse under-represented local population and opens up a pathway to careers in the park.

Produced in 2011, then GGNRA's Volunteer Vision outlines best practices which includes:

- Learn and employ evolving best practices from public agencies and non-governmental organizations around the world to our volunteer program, ensuring that volunteering will become an even more highly-prized experience for thousands of people annually.
- Actively seek the advice and counsel of volunteers regarding the direction of the program.
- Continue to present our volunteers with a range of options, helping them learn, grow and deeply connect to the values of the National Park Service.
- Capitalize on the emerging spirit of youth community service by engaging in strategic partnerships with schools and community-based organizations in making the park an even more important venue for volunteerism.
- Encourage interested adults and seniors to put their life experiences to work facilitating the education of young park visitors by participating in park education programs, assisting at visitor centers, and in delivering public programs.
- Recruit, mentor, retain, and recognize volunteers from all communities, and grow the diversity of volunteers that serve our park.

SECTION III: DIRECTION FOR THE NEXT DECADE

In order to accomplish management goals and visitor-experience objectives over the next ten years (see Foundation section), GGNRA must cultivate the park audiences and stewards of the future and more effectively serve current park audiences. Therefore, Golden Gate National Recreation Area's Interpretation and Education program will place strong emphasis on the following areas. More details can be found in the division's biannual workplan.

I. DIVERSIFY AUDIENCES

Park programs and experiences will reflect and engage audiences of all ages, ethnicities, languages, and socio-economic status and reflect that of those living in and around the Bay Area and invest in engaging those that traditionally have not visited their national parks.

Rationale: Currently, demographics of park visitors do not reflect the people who live in the surrounding Bay Area communities. The GGNRA is a national park in an urban setting, founded on the idea that parks can come to the people and that parks should be equally shared and utilized by local community members. Increasing diverse involvement enhances park ownership and is essential in the longevity, relevancy, stewardship, and success of the parks.

Actions

1. Actively seek out opportunities to connect with our underserved audiences and work with them to identify and reduce barriers to connecting with them in meaningful ways.
2. Increase outreach and experiences that can be enjoyed by a multicultural population by creating multilingual websites, phone lines, print materials, and programs.
3. Encourage and provide opportunities and forums for community feedback to enhance outreach and park experiences.

II. DIVERSIFY WORKFORCE AND DEVELOP PATHWAYS TO EMPLOYMENT

Diversify park staff within the Division of Interpretation in terms of ages, ethnicities, languages spoken, abilities, and background in order to reflect and enhance engagement of surrounding community residents. Developing pathways to employment utilizes the ladders-of-learning approach, which provides job trainings and internships at early ages and continues to offer advanced opportunities through high school, college, and post-graduate degrees.

Rationale: A diverse workforce that mirrors the diversity of its communities and encourages multiple viewpoints leads to greater creativity and vibrancy. In addition, developing a staff that is reflective of visitor demographics, speaks multiple languages, and comes from diverse backgrounds will be more capable of meeting the needs and interests of multicultural and multigenerational audiences. Building multiple pathways to park employment ensures that the park's workforce has the skills, knowledge, and experience to succeed as exceptional park employees.

Actions

1. Increase opportunities and provide resources for high school students that participated in intensive park programs to continue a career path with the national parks after graduation.
2. Strategically design internships and entry-level job opportunities that encourage diversity and partner with local colleges and universities to offer academic internships and Pathway positions in the park.
3. Develop staff and supervisors to effectively recruit, train, mentor, and support a more diverse workforce and those involved in a Pathway program.

III. EXPAND OPPORTUNITIES AND DEEPEN IMPACT ON YOUTH

Deepen impact and expand opportunities for youth (K-12) to engage in their national park through school field trips, after school and summer programs, online activities, family outings, and individual initiatives. By working strategically with park partners, schools and community organizations, we will provide professional development for educators, and offer relevant place-based programs specifically designed for youth.

Rationale: Ultimately, the fate of Golden Gate National Recreation Area and the entire National Park System is in the hands of the next generation. However, children are increasingly more isolated from nature, and they are choosing to stay inside rather than experience the outdoors, giving impetus to the Children and Nature movement. This has serious implications for both public health and environmental preservation. Additionally, there is a decreasing emphasis on place-based history in schools, which contributes to a diminishing understanding by children of their own communities and relationships to the nation's history. It is critical that Golden Gate National Recreation Area works to engage the next generation of park stewards through programs and activities designed specifically for early childhood audiences, families, and the millennial generation with an eye to succeeding generations.

Actions

1. Foster more meaningful experiences by working with park partners to develop a set of standards based on youth-development principles for all park programs.
2. Continue, create, and evaluate in-depth, authentic, and relevant K-12 curriculum-based learning experiences with an ongoing commitment to professional development for educators, park partners, volunteers, and staff.
3. Identify gaps in services by grade level, communities, and type of programming and invest in expanding opportunities for youth in those areas.

IV. IMPROVE PARK ACCESSIBILITY

Improve park access for audiences of all physical (mobility, hearing, and sight-impaired) and learning abilities by including multiple strategies, such as verbal, written, visual, and tactile methods into park experiences.

Rationale: Making every park program meaningfully accessible provides a chance for all people of varying abilities to experience the programs and resources of the parks. Whether a person visits the park in person or through online technology, the goal of the park is to provide universal access to the widest possible range of programs and activities.

Actions

1. Examine all elements of the division's work through the lens of universal accessibility and apply holistic solutions in implementing the park's Accessibility Strategy.
2. Work with partner organizations to train staff in how to create and deliver accessible programs.
3. Include the use of emerging technologies to enhance and aid park participation for everyone of all abilities.



V. ADVANCE COMMUNITY PARTNERSHIPS

In addition to working collaboratively with the Golden Gate National Parks Conservancy, The Presidio Trust, and the numerous organizations housed on the GGNRA, the division of Interpretation and Education will work with community organizations that share core values of community, stewardship, education, and equity and who are interested in connecting a diverse range of people with their national parks.

Rationale: By developing long-term and durable partnerships, the GGNRA can accomplish management goals and objectives that it might not be able to accomplish alone. Through collaboration, the GGNRA will better understand the needs and interests of the communities, better engage diverse stakeholders, and better serve as a community space and resource.

Actions

1. Leverage the resources of the GGNRA and other community organizations to foster widespread investment in stewardship of the nation's resources.
2. Identify, establish, and evaluate new opportunities for dialogue on key issues related to the meaning of park resources, and model and apply dialogue methodologies in all endeavors of the division.
3. Adopt the principles of collective impact in order to work with other organizations in a more efficient, productive, and collaborative nature.



VI. EXAMINE & INCREASE PARK RELEVANCY

In the upcoming years, GGNRA will play an active role in the effort to increase relevancy of national parks and work to engage the community in development of visitor services, interpretation and education of the park. In addition, park operations will be analyzed for inclusion of diverse populations, and staff and volunteers will receive training on inclusion and equity, working with diverse populations, and multicultural education.

Rationale: In an increasingly diverse and changing America, national parks must examine its place in society in order to remain meaningful and relevant. With increased pressure on students to balance school and work, the introduction of personal gadgets and social-networking sites, and more options in leisure activities, people and families must make tough choices about how they spend their time. If national parks cannot show people their value, create connections to people's everyday lives, and cultivate advocates and stewards in the next generations, park visitation will continue to decline and the importance of national parks could become an outdated concept to Americans. It is therefore a necessity that GGNRA be a leader in the movement that links key park values: health and wellness, civic engagement, youth development, and public education.

Actions

1. Reformat themes to be inquiry-based and universally relevant to connect to modern-day Americans. Review stories and ensure representation of a diversity of people and perspectives. Relate and address current topics/issues of interest to communities.
2. Develop mechanism that includes stakeholders, such as youth, staff, and partners to continually examine relevancy both in content, but also delivery of programs and site operations.
3. Work with committees that have been established both regionally and nationally to examine relevancy, engage in initiatives and projects such as Healthy Parks, Healthy People that make parks meaningful to a broader audience, and share best practices within and between parks.

VII. INTERPRET & PROMOTE GLOBAL ISSUES, SUCH AS SUSTAINABILITY & CLIMATE CHANGE

To help ourselves and others understand the negative impacts humans can have on the people, the park, and greater environment, the GGNRA will incorporate global issues and consequences of unsustainable practices into interpretive, educational, and stewardship programs, in addition to its interpretive media.

Rationale: The GGNRA and the public need to better understand climate change and mitigate its effects on Golden Gate's marine and terrestrial resources. As part of the GGNRA's goal to become climate neutral, the role of the Division of Interpretation and Education is to share those successes and challenges with the public and promote long-lasting and sustainable practices.

Actions

1. **Work directly with cultural and natural resources in monitoring climate change and to obtain accurate and up-to-date information and reports on climate change.**
2. **Use sustainable and zero-emission practices wherever possible in our operations, services, and programs and inform the public of this park's (and the NPS) efforts to minimize carbon emissions and promote green practices. The park should lead by example.**
3. **Capitalize on existing volunteer programs, such as ocean stewardship, collaborate with partners and stakeholders, and incorporate pressing global issues into Junior Ranger and other programs.**



VIII. USE NEW & EMERGING TECHNOLOGIES

Expand the use of technology to advance the division's communications strategies, allowing for easier distribution and sharing of information, and offering the park a way to establish and maintain long-term relationships with the public through multiple park experiences.

Rationale: The use of new and emerging technologies, such as smartphones, tablet computers, and social-networking applications (Twitter, Facebook, Instagram, etc.) is on the rise. These tools can be essential in enhancing park experiences. Through social media, visitors have the power to share their personal park stories with thousands of networked individuals at the touch of a button. Additionally, the use of technology to convey information reduces the need for printed material and helps the park reach sustainability goals.

Actions

1. **Develop multimedia strategy to help inventory, prioritize, and evaluate communications strategies using new and emerging technologies.**
2. **Incorporate multimedia devices (e.g. smartphones, tablet computers, assisted-listening devices, etc.) for a range of audiences, such as youth, parents, commuters, hearing-impaired people, and others.**
3. **Review and evaluate website as primary tool for communicating information to the visitor and its ability to link to new and emerging technology.**





SECTION IV: CONCLUSION

GGNRA's Long Range Interpretive Plan is the guiding document that will help us achieve the Division of Interpretation and Education's mission and meet our desired visitor-experience goals. It presents recommendations designed to enable people of all backgrounds and abilities to enjoy, learn from, and care for their park by engaging park audiences and community members in transformative park experiences. It positions GGNRA as a center for education and a world class model for urban national parks.

Although this plan is written to last ten years, it is designed to be a living document. As a guide to annual planning and program development, it may be adjusted as necessary, responding to new challenges and opportunities. When fully implemented, the recommendations in this plan ensure the long-term sustainability of the park and that all people have many opportunities to benefit from and be inspired by its unique resources.

APPENDIX A: GGNRA MAP



National Park Service
U.S. Department of the Interior
Golden Gate National Recreation Area



EXPERIENCE YOUR AMERICA™