



YOSEMITE
CONSERVANCY

Providing For Yosemite's Future

MEMORANDUM

TO: 2023 Board of Trustees
FROM: Steve Ciesinski, Board Chair
Frank Dean, President & CEO
RE: Board of Trustees Meeting – December 13, 2023
DATE: December 13, 2023

We look forward to seeing you next week for our Board meeting on Wednesday, December 13th, held at Cooley LLP, 3 Embarcadero Center, 20th Floor, San Francisco, CA. Please click [here](#) for maps & directions.

In addition, below are some helpful Arrival and Transportation notes from the Cooley Center.

- If driving, note that the 3 Embarcadero Center is \$12 per hour or \$35 per day. Other options include 50 California (\$23 if in by 9 am and out by 5:30 pm), and 1 Maritime (\$20 if in by 9:30 am or \$7 per hour).
- The Embarcadero BART/Muni station is two blocks from the building.

The meeting is scheduled to run from 1:15 to 4:00 pm, beginning with lunch at 12:30.

To accommodate the security requirements for entry to the Cooley Center, we need to provide a list of attendees one day prior to the meeting. If you are ***not*** able to attend the December 13th Board meeting, please be sure to contact Katie Duston (kduston@yosemite.org) regarding your attendance.

Following the meeting, please join us for a hosted Yosemite Conservancy Holiday gathering at The City Club located at 155 Sansome Street in San Francisco starting at 5:00 pm. The gathering will be in the Penthouse located on the 12th Floor & Parlor

STEVE CIESINSKI

Board Chair

DANA DORNSIFE

Vice Chair

ROBYNMILLER

Secretary

JEWELL ENGSTROM

Treasurer

BOARDMEMBERS

MATT ADAMS

JAN AVENT

DAVE DORNSIFE

JEWELL ENGSTROM

JUAN SÁNCHEZ MUÑOZ

RYAN MYERS

PHIL PILLSBURY

LAWSONRANKIN

ROD REMPT

ALAIN RODRIGUEZ

DAVE ROSSETTI

GREG STANGER

ANN SUNDBY

SCOTT WITTER

FRANK DEAN

President & CEO

CICELY MULDOON

Advisor

Superintendent

Yosemite National Park



**YOSEMITE
CONSERVANCY**

A Century of Conservation

Board of Trustees Meeting
Wednesday, December 13th, 2023

1:15- 4:30 PM

12:30-1:15 Buffet Lunch

Cooley, LLP - San Francisco, CA

	ORDER OF BUSINESS	REPORTING	TIME
1	CALL TO ORDER -Introductions -Approval of October 20 Board Minutes	Steve Ciesinski	1:15 - 1:25 pm
2	PRESIDENT’S OVERVIEW	Frank Dean	1:25 - 1:40 pm
3	PARTNER REPORTS National Park Service Yosemite Hospitality	Superintendent Cicely Muldoon Weston Spiegl	1:40 - 2:05 pm
4	DEVELOPMENT	Lawson Rankin Marion Ingersoll	2:05 - 2:20 pm
6	DEVELOPMENT Centennial Campaign	Lawson Rankin Marion Ingersoll	2:20 - 2:30 pm
7	FINANCE UPDATE -Approval of 2024 Budget	Jewell Engstrom Kevin Gay	2:30- 3:00 pm
8	BREAK		3:00- 3:10 pm
9	GOVERNANCE & ENGAGEMENT - Elect Board Officers	Dave Rossetti	3:10 – 3:15 pm
10	GRANTS -Approval of 2024 Grants	Schuyler Greenleaf Phil Pillsbury	3:15 - 3:30 pm
11	TASK FORCE ON COUNCIL ENGAGEMENT -Engagement Task Force Recommendations	Robyn Miller	3:30 - 4:00 pm
12	EXECUTIVE SESSION	Steve Ciesinski	4:00 - 4:30 pm

- Marketing report is enclosed
- Programs & Retail report is enclosed

Agenda items in red are meeting action items
This meeting packet can also be found on our [Portal](#)



YOSEMITE
CONSERVANCY

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Yosemite Conservancy Board of Trustees Meeting Minutes
Friday, October 20, 2023
1:00 – 4:00 pm PST
Yosemite Valley Lodge

Board Members Present: Jan Avent, Steve Ciesinski, Dana Dornsife, Dave Dornsife, Jewell Engstrom, Robyn Miller, Juan Sánchez Muñoz, Lawson Rankin, Rod Rempt, Alain Rodriguez, Dave Rossetti, Ann Sundby, Scott Witter

Board Members Absent: Matt Adams, Ryan Myers, Phil Pillsbury, Greg Stanger

Council Member Present: Diane Ciesinski

National Park Service: Cicely Muldoon, Superintendent

Yosemite Conservancy Staff: Frank Dean, Kevin Gay, Schuyler Greenleaf, Marion Ingersoll, Kimiko Martinez, Adonia Ripple

Board Chair Steve Ciesinski called the meeting to order at 1:00 pm.

ACTION ITEM

Approval of June 21, 2023 Board Minutes

A motion was duly made and seconded to approve the minutes of the June 21, 2023 Board meeting. The Board unanimously approved the motion.

Mr. Ciesinski provided an update on the health of Council member Wally Wallner and let the Board know of plans to honor Dick Otter and Bob Bennitt as Trustees Emeriti. Mr. Ciesinski thanked members of the Grant Review Committee for recent meetings, preparation for which involved review of over 400 pages of proposals from the National Park Service. Diane Ciesinski is serving as acting chair of the Grant Review Committee for Board Member Phil Pillsbury.

Mr. Ciesinski additionally reported that President Frank Dean authored a letter to the National Park Service (NPS) regarding crowding and traffic in Yosemite and that Robyn Miller has led a very active task force on Council engagement.

President's Report – Frank Dean shared that Yosemite Geologist Greg Stock has been monitoring the crack in the cliff above the Ahwahnee Hotel. Although the hotel is not in the projected rockfall zone, some parking and paths nearby are closed. We are installing two cameras on the hotel's roof to film the impending rockfall, which is likely this winter. Retail roundup has been launched in Yosemite Hospitality stores, with an average gift of \$1.50. Mr. Dean shared that progress is being made on the Conservancy's 5-year Strategic Plan; a full report will be provided in December. Representatives from Subaru have acknowledged Sustainability

Coordinator Tina Goehring for her work; both Subaru and Aramark will be contributing to zero landfill initiatives in Yosemite. Yosemite Conservancy has hired its first Human Resources Director, Jeff Wheeler. Both the Yosemite Welcome Center and Bridalveil Fall area will be open soon. And the lobby of the old Valley Visitor Center will also reopen with our staff taking on an enhanced role. We've also retained retired Sequoia Kings Canyon National Park Superintendent Woody Smeck to serve as our representative on the Giant Sequoia Lands Coalition.

Partner Report – Superintendent Cicely Muldoon spoke about the challenges of the last year: 240% snowpack damaged all park roads and destroyed more than 60% of Tuolumne facilities. The weather resulted in park closures in the spring and then floods and floods of visitors into the summer. No managed access this summer made for a rough visitor experience and highlighted the need for a reservation system. Visitor Access Management Plan (VAMP) comment period has resulted in over 800 pages of public comment and lots of learning. Mr. Dean's letter has been noticed, and Yosemite VAMP process is on schedule. Ms. Muldoon hopes to announce a preliminary pilot for 2024 with longer-term alternatives shared in April resulting in an improved visitor experience.

Superintendent Muldoon also shared that work at Ackerson Meadow, which is the largest Sierra meadow restoration project ever, is underway. Bipartisan support for a boundary adjustment involving Yosemite and the U.S. Forest Service is likely. Federal funding has been approved to build a fire barracks in El Portal, as well as to replace housing trailers at Hodgdon Meadow. Ms. Muldoon and a group of superintendents are meeting with NPS Deputy Director Frank Lands to discuss creative strategies for staff housing. More housing will help alleviate Yosemite's 27% staff vacancy rate. More than half of Yosemite's leadership team is turning over, providing an opportunity for rebuilding and rethinking.

Change is also abundant in Yosemite Valley – the one-way traffic circulation system is now permanent; prescribed fires have recently burned 100 acres near El Cap; historic vista restoration has resulted in better views of Half Dome and other icons; the *Earth Island Institute vs Muldoon* lawsuit over dead tree removal will be dropped by the plaintiffs; and Yosemite has a new sister park in Ireland!

Grants – Diane Ciesinski, acting for Committee Chair Phil Pillsbury, reported that the Conservancy received 75 proposals from the NPS seeking a total of \$11.3 million in funding in 2024, nearly double what we provided in 2023. For 2024, the Grants Committee is recommending 51 annual projects, 16 of which are new, totaling \$6.94 million, the highest annual grant total ever recommended by Yosemite Conservancy. This is in line with the Finance Committee's recommendation of \$7 million in annual grants. 75% of the proposed 2024 projects were ranked high priority by the Yosemite Leadership Team. \$2.6 million are recurring grants; \$2 million are the first year of a multi-year grant; \$1.3 million are multi-year, year 2+; and \$1 million are 1-year grants. Three proposals identified for Centennial Campaign projects – Half Dome Corridor, Protecting Sequoias, and Wahhoga Village – were approved separately from annual grants for an additional \$2.3 million. We have \$3.5 million in campaign funds raised, of

which \$2.5 million is in cash. Total of grant disbursements in 2023 was \$6.5 million, so 2024 will likely see a big increase!

All proposed 2024 grants and funding amounts are preliminary. The Board will be asked to approve in December, and the Executive Committee will finalize in January.

Superintendent Muldoon expressed her appreciation for this funding plan and emphasized that this support makes Yosemite live up to the expectations of the public. In response to a question, she explained that NPS staff continue to explore creative ways to partner with us to get more work done by, for example, contracting directly with construction and service providers and funding scientific background studies.

Development – Committee Chair Lawson Rankin thanked the development staff and shared that giving is down nationally, but we have experienced good results overall. Mr. Rankin’s goal is 100% participation in the campaign by all Council members. President Frank Dean and fundraisers have been meeting with donors recently, laying the foundation for more giving. Chief Development Officer Marion Ingersoll reported that overall giving totals \$11.4 million through August; last year was \$7.5 million. Fundraisers spent most of the first half of 2023 focused on the centennial celebration, securing 52 event sponsorships. But we’re seeing a decline in annual fundraising, especially in major gifts and institutional giving. Bright spots include Sequoia Society monthly giving, acquisition, small increases in the number of donors making gifts, and another strong year for bequests. Additionally, Yosemite Hospitality has launched round-up at the register, with ~\$7,000 in giving in September and great long-term possibility. Also in September, Council member Gretchen Augustyn hosted a wonderful donor event at her home in Dana Point.

Next Ms. Ingersoll provided an update on the Centennial Campaign, which launched in June at the event in Yosemite and has attracted \$3.5 million in gifts, with an overall goal of \$40 million. The Campaign has three areas of focus:

- Enriching the visitor experience, including the Mist Trail project
- Supporting environmental resilience
- Sustaining Yosemite and its people

A printed case statement has been provided to all Council members in Yosemite this weekend and will be shared with donors and prospects. Talking points are included in the development packet, as well as an endowment one-pager. A donor recognition plan is being developed. The quiet phase of the campaign will likely last a few years, which may coincide with timing of Mist Trail project planning and commencement of construction.

Finance – Chief Financial Officer Kevin Gay reported that we set aggressive budgets this year, not all of which will be met, which was appropriate given the Conservancy’s financial strength: over the past six years, net assets have increased from \$14 million to \$42 million. Both annual fundraising and program revenues have declined this year, however. Park closures are one cause.

Through August, year-to-date revenue budget is \$14.8 million, \$14.2 actual. Expenses are also under budget: \$15 million actual vs. \$16.6 million budget. Overall revenue through August 2023 is ahead of last year's \$10.3 million. The overall forecast through the end of the year indicates that we'll basically break even in a year when our annual giving is down and we're spending more on grants to Yosemite and programs in the park.

2:35 BREAK

2:45 RESUME

Chief of Yosemite Operations Adonia Riddle introduced Kira Bouchard, new Director of Retail and Publishing Operations. Kira has a background in retail and hospitality in San Diego.

Audit – Committee Chair Scott Witter described the close relationship we've developed with our audit partners at Armanino. Given that we've been working together for 8 years, the committee is checking in on objectivity to make sure there's the right amount of tension. Mr. Witter and CFO Kevin Gay will meet with Armanino partners to discuss; Armanino will likely recommend a new internal, lead partner. Timing would be good for a few more Council members to join this committee.

Staff Housing Update – Chief of Yosemite Operations Adonia Ripple reported on the growth in our housing program. We now own eight residential properties in El Portal with space for 25 renters. This enables us to do more for the NPS but also creates more maintenance work. We have hired a facilities manager to help in El Portal as well as with the 300+ acre parcel of land in Yosemite West which we purchased in 2016 for \$1.7 million. Frank Dean and Ms. Ripple discussed the status of this property: the well draws water at 50 gallons per minute; we are not yet hooked up to PG&E but we've installed a propane generator for limited power on site. We've hired landscape architects to assess where an access road and grading would be needed, also placement, density and type of housing, e.g., tent cabins with a central community kitchen and bathrooms, plus alternatives for single family homes, or multi-plexes. The Mariposa County review for the lot line adjustment process is nearly complete. And Mr. Dean is looped in on the report commissioned by the National Park Foundation on housing challenges and the role of partner organizations including Yosemite Conservancy in finding solutions. The author of the chapter on partners, who is with Equity Community Builders, visited Yosemite West with Frank last week and was impressed by the property and its potential.

Task Force on Council Engagement: Chair Robyn Miller stated that the Task Force set out to assess the Council's purpose and structure, engagement of members, and make recommendations regarding the Future Leaders Advisory Circle (FLAC). We want Council to be integral to achievement of our Strategic Plan. Response to the Task Force's survey to all Council members was low, less than 30%. Task Force members then conducted 1:1 interviews and heard that some long-serving Council members miss the time when the Council made decisions and had a close relationship with the NPS. Engagement ratings for Council members serving on Grant Review

Committee were high, others were not. There is a balance between fundraising and hands-on advice and engagement. In addition, some staff members who were surveyed about the Council do not have a clear sense of its role and importance.

In order to deepen engagement on the Council, the Task Force recommends targeting individuals, rather than couples, for membership; but if there's a couple where both are passionate and interested, we'd bring both onto the Council. The topic of term limits inspired lots of conversation, and the Task Force is not recommending that they be imposed. But we need to make renewal conversations more robust and balanced. The Task Force also looked at committees and considered whether the desirable Grant Review Committee should have two-year terms so more Council members cycle through.

The Task Force felt that FLAC provides a good pool of potential Council members and does not recommend any changes to that program. The key recommendations will next be reviewed by the Governance & Engagement Committee, then the Board will review in December. Conversation ensued about two topics: a national innovation lab, which the NPF is considering launching, as well as the need for more robust orientation for new Council members, which Board member Alain Rodriguez volunteered to assist with. The Task Force will wrap up its work this year.

The meeting adjourned for Executive Session at 3:51 pm.



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Providing For Yosemite's Future

**As of 12.13.2023
COUNCIL MEMBER TERMS**

Terms Expiring 12/31/2023

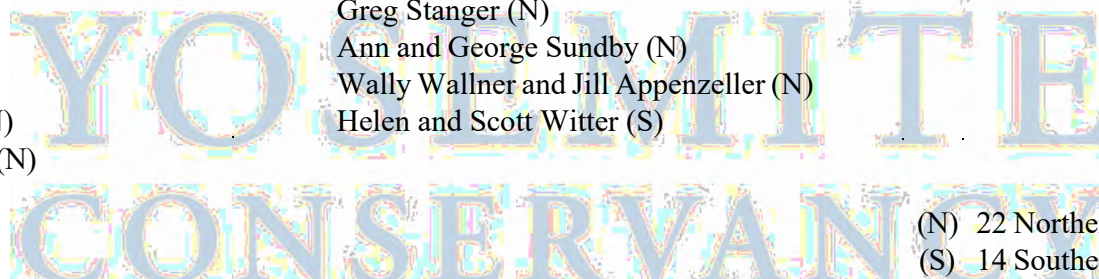
Jeanne and Michael Adams (C)
Jenny Augustyn and Ali Meghdadi (S)
Kira and Craig Cooper (S)
Hal Cranston and Vicki Baker (N)
Carol and Manny Diaz (N)
Jim Freedman and Karine Joret (S)
Mitsu Iwasaki (O)
Erin and Jeffrey Lager (O)
Steve Lockhart and Karen Bals (N)
Patsy and Tim Marshall (S)
Zenaida Aguirre-Muñoz and Juan Sánchez Muñoz (C)
Kate and Ryan Myers (S)
Gisele and Lawson Rankin (O)
Skip Rhodes (N)
Stephanie and Mark Robinson (N)
Blerina Aliaj and Alain Rodriguez (N)
Dave Rossetti and Jan Avent (O)
Clifford J. Walker (N)
Alexis and Assad Waathiq (N)

Terms Expiring 12/31/2024

Hollis and Matt Adams (N)
Gretchen Augustyn (S)
Jessica and Darwin Chen (S)
Diane and Steve Ciesinski (N)
Dana and Dave Dornsife (N)
Sandra and Bernard Fischbach (S)
Christina Hurn (S)
Bob and Melody Lind (O)
Kirsten and Dan Miks (N)
Robyn and Joe Miller (O)
Bill Reller (N)
Pam and Rod Rempt (O)
Greg Stanger (N)
Ann and George Sundby (N)
Wally Wallner and Jill Appenzeller (N)
Helen and Scott Witter (S)

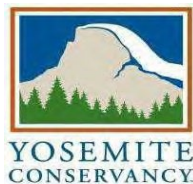
Terms Expiring 12/31/2025

Leslie and John Dorman (S)
Jewell and Bob Engstrom (S)
Kathy Fairbanks (C)
Bill Floyd (N)
Bonnie Gregory (S)
Rusty Gregory (C)
Laura Hattendorf and Andy Kau (N)
Christy and Chuck Holloway (N)
Sharon and Phil Pillsbury (N)



National Park Service – Advisor
Superintendent Cicely Muldoon

(N) 22 Northern California
(S) 14 Southern California
(C) 4 Central California
(O) 7 Outside California



2023 BOARD OF TRUSTEES

OFFICERS

CHAIR	Steve Ciesinski
VICE CHAIR	Dana Dornsife
SECRETARY	Robyn Miller
TREASURER	Jewell Engstrom
PRESIDENT	Frank Dean

BOARD MEMBERS

Matt Adams	
Jan Avent	
Dave Dornsife	
Jewell Engstrom	<i>Chair - Finance Committee</i>
Robyn Miller	
Juan Sánchez Muñoz	
Ryan Myers	<i>Chair - Investment Subcommittee</i>
Phil Pilsbury	<i>Chair - Grant Review</i>
Lawson Rankin	<i>Chair - Development Committee</i>
Rod Rempt	
Alain Rodriguez	
Dave Rossetti	<i>Chair - Governance & Engagement Committee</i>
Greg Stanger	<i>Chair - Strategic Projects Committee</i>
Ann Sundby	<i>Chair - Programs: Retail, Publishing, & Education Committee</i>
Scott Witter	<i>Chair - Audit Committee</i>

ADVISOR YOSEMITE NATIONAL PARK

Cicely Muldoon	Superintendent, Yosemite National Park
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Trustees Emeriti are invited to attend all Board of Trustees meetings

Bob Bennitt

John Dorman

Leslie Dorman

Bill Floyd

Sam Livermore

Dick Otter

STANDING COMMITTEE MEMBERSHIP

EXECUTIVE**Chair: Steve Ciesinski**

Matt Adams	Phil Pillsbury
Frank Dean	Lawson Rankin
Dana Dornsife	Greg Stanger
Jewell Engstrom	Ann Sundby
<i>Robyn Miller</i>	

GRANT REVIEW**Chair: Phil Pillsbury**

Diane Ciesinski	Jewell Engstrom
Steve Ciesinski	Adam Gross-FLAC
Craig Cooper	Marjorie Lasten-FLAC
John Cranston-FLAC	Sharon Pillsbury
Carol Diaz	Lawson Rankin
Manny Diaz	George Sundby
Conservancy Programs	Liaison: Joe Miller
Strategic Projects	Liaison: Greg Stanger

STRATEGIC PROJECTS**Chair: Greg Stanger**

Vicki Baker	Stephen Knutson-FLAC
Hal Cranston	Bob Lind
John Dorman	Alyssa Engstrom-FLAC
Leslie Dorman	Ryan Myers
Bernie Fischbach	Daniel Parames-FLAC
Jim Freedman	Rod Rempt
Christy Holloway	Alain Rodriguez
Christina Hurn	Wally Wallner
Mitsu Iwasaki	

FINANCE**Chair: Jewell Engstrom**

Blerina Aliaj	George Sundby
Ryan Myers	Greg Stanger
Juan Sánchez Muñoz	
Vish Subramanian-FLAC	
Brendan McLoughlin-FLAC	

AUDIT**Chair: Scott Witter**

Andy Kau	Assad Waathiq
Jeff Lager	

GOVERNANCE & ENGAGEMENT**Chair: Dave Rossetti****Vice Chair: Robyn Miller**

Bob Bennett	Bill Floyd
John Dorman	Christy Holloway
Dana Dornsife	Phil Pillsbury

DEVELOPMENT**Chair: Lawson Rankin**

Gretchen Augustyn	Rod Rempt
Jessica Chen	Skip Rhodes
Erin Lager	Jessica Serrato-FLAC
Patsy Marshall	Pranay Sudesh-FLAC
Tim Marshall	Helen Witter

MARKETING & COMMUNICATIONS**Chair: Diane Ciesinski**

Hollis Adams	Kathy Fairbanks
Gisele Rankin	Eliza Hart-FLAC
Dave Rossetti	

PROGRAMS: Retail, Publishing & Education**Chair: Ann Sundby**

Jeanne Adams	Kirsten Miks
Jenny Augustyn	Joe Miller
Jan Avent	Zenaida Aguirre- Muñoz
Mark Biersack-FLAC	Kate Myers
Kira Cooper	Pam Rempt
Matt Garvin-FLAC	Stephanie Robinson
Melody Lind	Ann Sundby
Ali Maghdadi	Cliff Walker
Dan Miks	

HOUSING TASK FORCE:**Co-Chairs: Dana & Dave Dornsife**

Matt Adams	John Dorman
Jan Avent	Robyn Miller
Bob Bennett	Rod Rempt

Notes: FLAC – FUTURE LEADERS ADVISORY CIRCLE

New 2023 assignments are italicized

The Chairman and President are ex-officio members of each committee and task force. All Council members participate in Development Committee work as enlisted.



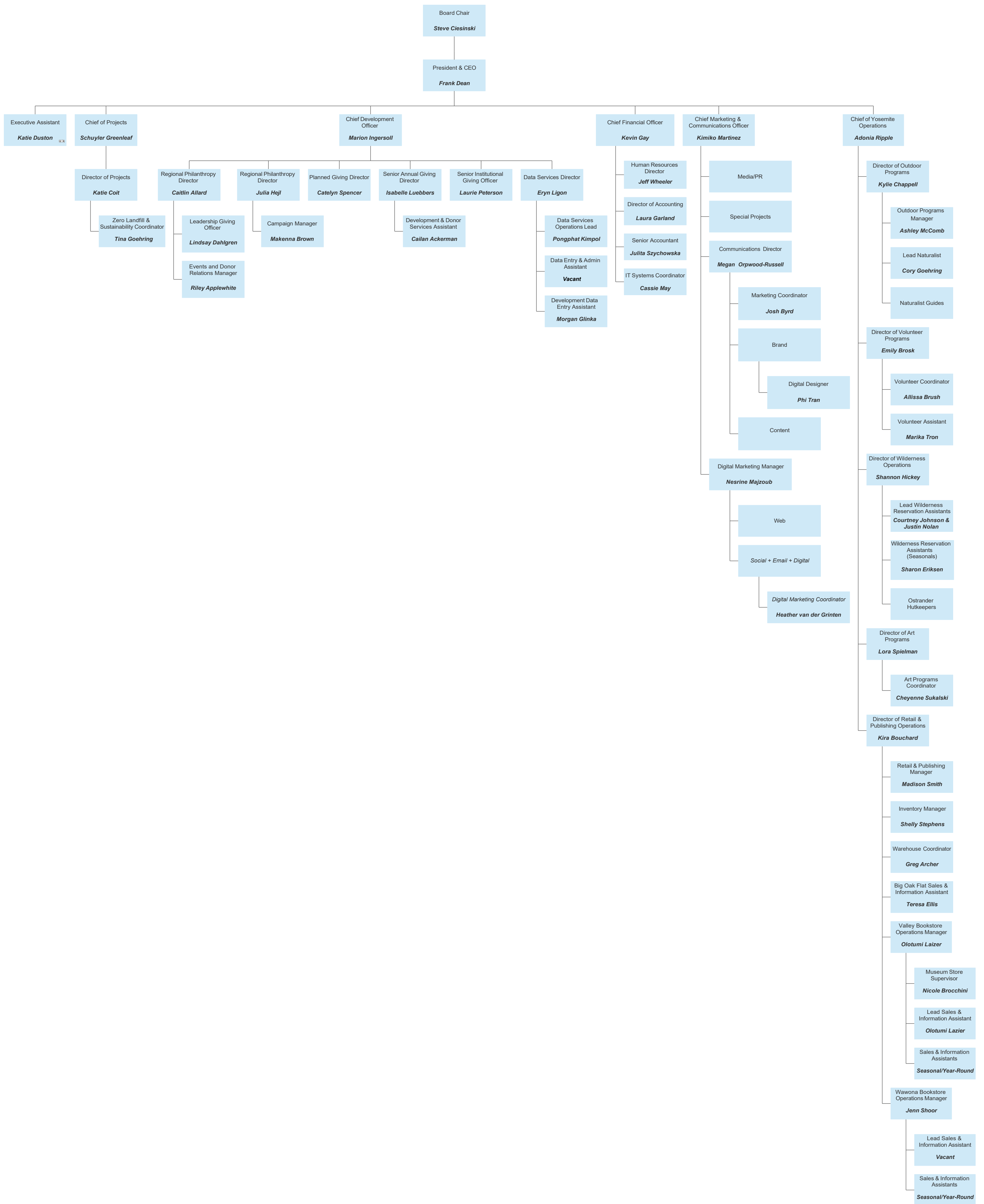
2023/2024 CALENDAR OF EVENTS

2023

DATE	MEETING / EVENT / OCCASION	LOCATION
January 2	Executive Committee Meeting	Zoom
March 15-17	Grant Review/Strategic Projects	Yosemite Valley
March 17	Board of Trustees Meeting	Yosemite Valley
March 17-19	Council Meeting Weekend	Yosemite Valley
March 24-26	Spring Gathering	Yosemite Valley
March 25	JMHS Spring Gathering	Yosemite Valley
April 20	Donor Reception	Salesforce Tower, SF
May 5-7	JMHS Spring Colors	Hetch Hetchy/Evergreen
June 2-4	Centennial Celebration	Yosemite Valley
June 21	Board of Trustees Meeting	Los Angeles
August 18-20	Tuolumne Meadows Weekend	Tuolumne Meadows
September 10	Southern California JMHS Reception	Dana Point, CA
October 18-19	Grant Review Committee Meeting	Yosemite Valley
October 20	Board of Trustees Meeting	Yosemite Valley
October 20-22	Council Meeting Weekend	Yosemite Valley
October 27-29	JMHS Fall Colors	Yosemite Valley
December 13	Board of Trustees Meeting	San Francisco
December 13	Seasonal Celebration	San Francisco

2024

DATE	MEETING / EVENT / OCCASION	LOCATION
January 3	Executive Committee Meeting	Zoom
March 22-24	Spring Gathering	Yosemite Valley
April 3	Grant Review/Strategic Projects	Zoom
April 5	Board of Trustees Meeting	Yosemite Valley
April 5-7	Council Meeting Weekend	Yosemite Valley
May 3-5	JMHS Spring Colors	Yosemite Valley
June TBD	Board of Trustees Meeting	Los Angeles
August 16-18	Tuolumne Meadows Weekend	Tuolumne Meadows
October 16-18	Grant Review Committee Meeting	Yosemite Valley
October 18	Board of Trustees Meeting	Yosemite Valley
October 18-20	Council Meeting Weekend	Yosemite Valley
October 25-27	JMHS Fall Colors	Yosemite Valley
December 4	Board of Trustees Meeting	San Francisco
December 4	Seasonal Celebration	San Francisco
December TBD	JMHS Bracebridge Dinner	Yosemite Valley



Strategic Plan

2023-2027



2023 Dashboard

Providing For Yosemite's Future

Inspiring Dedication to Place

 = Progress
  = Delay
  = Halt/Change

FOCAL STRATEGY	STATUS	PRIMARY ACTIONS COMPLETED
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Focus people’s connection and love of Yosemite into support for iconic projects and participation in programs.

Offer meaningful pathways for people to create enduring bonds with Yosemite

- Cultivate a wide range of grant projects to inspire engagement with Yosemite, generous giving from donors, and care for the park and its natural, cultural, and historic wonders.
- Feature forward-looking projects in a centennial fundraising campaign focused on improving the experience of current and future generations of visitors, supporting environmental resilience and sustaining Yosemite and its people.
- Supplement National Park Service efforts to implement policies for sustainable visitor use and traffic management to enhance the visitor experience and foster donor support.
- Utilize marketing and cultivation tools and creatively leverage technology to create clear and varied pathways for people to support Yosemite and channel their interest in the park.
- Offer deep and enriching volunteer and educational programs for people to connect with and learn about Yosemite and find ways to reciprocate their affection for the park.

- Planning and design for Mist Trail from Happy Isles to Half Dome
- Gift commitments in first year of centennial campaign total ~\$5 million; lead project is Mist Trail
- Design, fabrication and installation of exhibits in the Valley Visitor Center (rebranded the Yosemite Exploration Center)
- Free BikeShare program
- United in Yosemite event dedicated to promoting diversity in the climbing community
- Weekend event highlighting the artistic contributions of Japanese painter Chiura Obata.
- Nurturing of the next generation of park stewards through Adventure, Risk, Challenge program, Parks in Focus, Junior Ranger programs, and the Yosemite Leadership Program in partnership with UC Merced.
- Provided enriching programming and volunteer opportunities for over 500,000 visitors.
- New Yosemite Nature Notes episode on Mysterious Trees of Tenaya Lake
- Funded visitor survey of park visitors in summer 2023 to gauge unmet needs regarding programming, facilities, and traffic management; results forthcoming will be used by all park partners in planning for 2024.
- All told, these visitor-facing efforts comprised more than \$2M of our 2023 grants.

Building a Stronger, More Resilient Yosemite

 = Progress
  = Delay
  = Halt/Change

FOCAL STRATEGY	STATUS	PRIMARY ACTIONS COMPLETED
Protect, preserve, and enhance Yosemite’s natural and cultural resources.		

Fund and implement efforts to mitigate and adapt to the changing climate

- Fund efforts to protect and conserve biodiversity —focusing particularly on species, communities, and habitats impacted by climate change.
- Fund climate mitigation initiatives, such as water and energy conservation, electric vehicle chargers, and alternative transportation options.
- Fund research focused on landscape-scale connectivity and conservation, including watershed and forest health, wildfire fuels assessment and mitigation, and ecological restoration.
- Support the Giant Sequoia Lands Coalition.

- Research on alpine plant communities' response to changing conditions
- Investigation into the link between biodiversity and fire history
- Modeling of Yosemite's forests and native beetle populations with climate change predictions
- Species recovery efforts for salamanders, bats, Yosemite toads, red-legged frogs, great gray owls, Pacific fishers, Sierra Nevada red fox, and bighorn sheep.
- Impactful restoration of Ackerson Meadow after years of planning and baseline studies phase one restoration completed, which included filling an enormous irrigation gully. In total these grants totaled more than \$1.3M.
- Partnership with NPS, Rivian and Adopt a Charger to bring dozens more electric vehicle charging stations to Yosemite Valley, Tuolumne and Wawona.
- Zero Landfill Initiative continues to effectively reduce waste generated by visitors and the park community through residential and commercial composting and recycling, including propane fuel canisters used by almost all campers in Yosemite. So far more than 200 households in the park participate, and Yosemite Hospitality has incorporated composting into their food service operations.
- Most events in the park, such as Yosemite Facelift, United in Yosemite, and other employee events now strive to be Zero Waste, meaning no or very little waste is sent to the Mariposa Landfill. This project is a partnership with Subaru, National Park Foundation and Yosemite Hospitality.

Building a Stronger, More Resilient Yosemite



FOCAL STRATEGY

STATUS

PRIMARY ACTIONS COMPLETED

Protect, preserve, and enhance Yosemite's natural and cultural resources.

Prioritize environmental sustainability and park and planet stewardship in Conservancy operations

- Assess the organization's carbon emissions and ecological impacts related to purchasing, publishing, production, and operations
- Establish targets for reducing the Conservancy's environmental footprint.
- Create policies and standard operating procedures that embed sustainability goals in all Conservancy-funded planning, design, and construction projects.
- Add additional environmental stewardship elements to the volunteer and education program curriculum.

- Zero Landfill Initiative (ZLI) developing best practices for Conservancy operations and events by helping divert waste to the Mariposa Landfill.
- YC Centennial celebration gala was 97% zero waste event.

- Augmented waste diversion system for EP Office.
- Implementing steps for Plastic Free Parks in retail outlets.

- Two Stewardship Weekends.
- 13 restoration work weeks with over 200 volunteers.
- Leave No Trace Training for educators offered annually.
- Published Eat Up Bear and Hello Meadow, kid's board books both aimed at a strong stewardship message.

Connecting Park and People

 = Progress
  = Delay
  = Halt/Change

FOCAL STRATEGY

STATUS

PRIMARY ACTIONS COMPLETED


Help all Yosemite National Park visitors feel welcome and enjoy a positive experience in a World Heritage Site.

Create educational programs that elevate visitors' connections to the park and its people

- Expand publications that highlight science and important park history.
- Implement training curriculum for volunteers and retail staff to become docent-level interpreters.
- Grow Yosemite Field School offerings to a dozen programs per year for higher-level learning opportunities.
- Foster professional development of naturalists and steward the next generation of intellectual capital of Yosemite.
- Train in-park staff to communicate with diverse audiences.
- Ensure volunteers are working in every district of the park.
- Expand art classes and outdoor adventures to offer accessible and enriching connections to Yosemite for a diverse visitor population.
- Support planning, funding, and development of a state-of-the-art museum and education center that is a dynamic hub of learning, research, and thought in Yosemite.
- Grow fee-free public programming, educational resources, and literature.

- Considering multiple manuscripts related to tribal history and presence in the park.
- Volunteer training expanded to 2 days for deeper dive into docent level skills.
- 11 Yosemite Field School Courses offered in 2023, including Teach the Teachers
- Naturalist staff hired for 40 hour weeks for 6 months a year for dependable programming and professional development commitments.
- Taking leadership role in Valley Exploration Center as NPS Interpreters relocated to Welcome Center.
- Supporting Exhibit Specialist with Yosemite Now Exhibit development and replacement of damaged VVC exhibits from winter 2023.
- Volunteers staffing all districts of the park.
- Justice Outside Program Outdoor Educators Institute Cohort
- 190% increase in Kid's Art Class attendance once made free.
- 47% of OA and 67% of art participants were in free programming.
- OA reached 23,000 people through high quality enrichment and programming.

Connecting Park and People

 = Progress  = Delay
 = Halt/Change

FOCAL STRATEGY	STATUS	PRIMARY ACTIONS COMPLETED
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Help all Yosemite National Park visitors feel welcome and enjoy a positive experience in a World Heritage Site.

<p>Expand the ways people learn about and experience the park.</p> <ul style="list-style-type: none">• Assess the Conservancy’s public-facing brand, messaging, and storytelling to determine whether it reflects the diversity of current and future park visitors.• Add multilingual messaging, online exhibits, and other elements to welcome diverse park visitors, supporters, and stewards.• Expand distance learning and virtual experiences to bring the park to people who may not be able to visit in person.		<ul style="list-style-type: none">• Underway and will be reviewed thoroughly in winter of 2023-24.
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Connecting Park and People

= Progress
 = Delay
 = Halt/Change

FOCAL STRATEGY	STATUS	PRIMARY ACTIONS COMPLETED
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Help all Yosemite National Park visitors feel welcome and enjoy a positive experience in a World Heritage Site.

<p>Improve access and mobility in park</p> <ul style="list-style-type: none"> • Support expansion of bikeshare, shuttles, and other innovative in-valley transportation options that are easy to access, intuitive to use, and enjoyable. • Develop and fund signage and wayfinding that enables visitors to find their way easily to all park destinations. • Deploy new technology and continue multilingual outreach about entry requirements to decrease wait times at park gates. 		<ul style="list-style-type: none"> • Free Bike Share Program expanded connectivity to facilitate use of app. In all ~30 bikes were in circulation between May and end of September. • Yosemite Village wayfinding updated with 3 dozen new panels directing visitors to Welcome Center and Exploration Center. • New branding of the Yosemite Exploration Center and village map exhibits will be completed in late 2023 and early 2024. • Planning for the Mist Trail Corridor project includes designing an intuitive wayfinding style that can be expanded to the entire valley.
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Connecting Park and People

 = Progress
  = Delay
  = Halt/Change

FOCAL STRATEGY	STATUS	PRIMARY ACTIONS COMPLETED
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Help all Yosemite National Park visitors feel welcome and enjoy a positive experience in a World Heritage Site.

Make Yosemite more accessible and welcoming to all

- Expand low-cost educational programming.
- Create a plan to address access to transportation and outdoor gear.
- Partner with organizations aimed at increasing Yosemite access for marginalized communities and people of color.
- Foster a pathway for naturalist training and leadership within Central Valley communities of color.
- Consult and collaborate on projects and in-park meetings and events with Tribal groups that call the park their home.
- Focus on accessibility and ADA standards in all projects.
- Adapt publications for diverse learners where possible.

- Offering free programming daily at Art Center, Theater, and through daily pop-up programming.
- Justice Outside Program Outdoor Educators Institute, Girl Scouts of Central Valley, and Central Valley School Groups in OA programming
- Publishing Latinx children's book on park visiting
- Provided grant funding for United in Yosemite and Obata weekend events to welcome visitors of diverse backgrounds and develop partnerships with organizations dedicated to promoting access, equality and sense of belonging in public lands.
- Provided LNT training to Latino Outdoors
- Teach the Teachers OA 2023
- Developed Tribal Interpretive Workgroup with representatives from all seven tribes to develop and plan outward facing public education. Current projects include exhibits at Bridalveil Fall and Tenaya Lake, potential publishing ideas, training opportunities for park interpreters.

Growing Partnerships and Impact

= Progress
 = Delay
 = Halt/Change

FOCAL STRATEGY	STATUS	PRIMARY ACTIONS COMPLETED
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Be a prominent leader and collaborator inside and outside the park to support the long-term resilience of Yosemite’s land and people.

Expand the Conservancy’s partnership role in consultation and coordination with the National Park Service

- Implement one or more projects or initiatives on an annual basis that help Yosemite fill an NPS-identified need that is beyond the Park Service’s capacity to address.
- Evolve the grant proposal and selection process to include more collaboration, participation, and ideation by both NPS and Conservancy staff.
- Explore more effective approaches to grant and program implementation.

- YC-initiated project in 2024 project will address landscape improvements at the western end of Yosemite Village to enhance the area in and around our primary bookstore, the new Yosemite Exploration Center, theater and museum.
- Adopting new Grant Management Software early in 2024 to streamline the grant proposal process.
- Hosted grant proposal workshop in spring 2023 to introduce our strategic plan and encourage collaboration of the grant proposal ideation process.
- YC’s JEDI team partnered with the park’s DEIA group to provide input and sharpen the diversity lens of grant proposals submitted to YC.
- Piloting a new project model with the Resources Management and Science division to help alleviate HR challenges in hiring staff and maintaining consistency and expertise on multiyear wildlife projects.
- YC leadership team continued to meet quarterly with park leadership to grow our collaboration and trust.
- Participation in Interpretive Management Team for collaboration on park educational needs.

Growing Partnerships and Impact

= Progress
 = Delay
 = Halt/Change

FOCAL STRATEGY	STATUS	PRIMARY ACTIONS COMPLETED
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Be a prominent leader and collaborator inside and outside the park to support the long-term resilience of Yosemite’s land and people.

Strengthen partnership with NPS

- Co-create with NPS a shared plan for more integrated stewardship of the park.
- Fund volunteer coordination positions to augment Yosemite’s volunteer programs.
- Explore consolidation of Conservancy’s processes for volunteer recruitment, registration, and project implementation.
- Partner with NPS to determine ways to help address our housing issues and resultant hiring limitations.

- YC co-leading a task team of tribal members, consultants, park and YC staff to develop and review interpretive stories through exhibits, videos, publications and other opportunities such as events and speaking engagements.
- Volunteer coordinator funded in the Facilities Management branch with a 2023 grant.
- Implemented Volunteer Matters Software for improved volunteer onboarding and placement capability.
- Met with YLT at Yosemite West, participated in NPF housing assessment, installed well at Yosemite West

Growing Partnerships and Impact

= Progress
 = Delay
 = Halt/Change

FOCAL STRATEGY	STATUS	PRIMARY ACTIONS COMPLETED
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Be a prominent leader and collaborator inside and outside the park to support the long-term resilience of Yosemite’s land and people.


Connect with groups that are innovators in their fields

- Support and fund initiatives and elevate the voices of Yosemite’s traditionally associated Tribes.
- Collaborate with conservation organizations to restore landscape-scale connectivity and species conservation in the region.
- Partner with UC Merced field stations, natural reserve system, faculty, and students to elevate scientific understanding, education, interpretation, and applied management in the park.

- Promoted Tribal initiatives and trust through: Black Oak Stewardship, Tribal Trails and Landscapes, Wahhoga Planning and Design, and Elevating Tribal Voices
- Included Tribal leadership at our centennial celebration with NPS Director Sams.
- Team traveled with other parks and nonprofit colleagues to Grand Canyon to share best practices for Tribal partnerships.
- Funded a small grant to reimburse Tribal members for their time and travel in reviewing and providing input on project projects, served on a co-stewardship working group to understand and promote Tribal priorities, and continued to serve on the Wahhoga core team, aimed at developing and realizing the Wahhoga Village vision.
- Offered support and assistance to Wahhoga Committee with fundraising plans and strategy
- Hosted an Interpretation for Non-Native Interpreters training for park educators with Southern Sierra Miwok.

Building Capacity

 = Progress
  = Delay
  = Halt/Change

FOCAL STRATEGY	STATUS	PRIMARY ACTIONS COMPLETED
<p>Provide the systems and support needed to attract, retain, and empower the Conservancy workforce.</p>		
<p>Expand affordable housing capacity for Conservancy staff</p> <ul style="list-style-type: none"> • Yosemite West: Solidify the vision and continue to plan and invest for long-term staff housing on this Conservancy property adjacent to the park. • Mariposa: Identify and implement the highest and best use of the Conservancy-owned property in the town center by working with partners. • El Portal: Increase Conservancy-controlled staff housing and improve our system for maintenance and management of our housing. 		<ul style="list-style-type: none"> • Meeting with Washinton funded NPS Housing Needs Assessment to guide their analysis for partnering and funding. • Met with National Park Foundation Chief Development Officer to share vision for Yosemite West and discuss donor opportunities • Authored Housing Guidelines • housing budgeting streamlined for holistic view of rental income and expenses. Hired Facilities Engineer to attend to 5M in land and housing assets and 22+ tenants

Building Capacity

= Progress
 = Delay
 = Halt/Change

FOCAL STRATEGY	STATUS	PRIMARY ACTIONS COMPLETED
Provide the systems and support needed to attract, retain, and empower the Conservancy workforce.		
<p style="color: green; margin-top: 0;">Create staff workspace in Yosemite Valley</p> <ul style="list-style-type: none"> • Identify and develop work and meeting spaces in Yosemite Valley for Conservancy staff to better collaborate with NPS and allow non-local staff ready access to the park. 		<ul style="list-style-type: none"> • Volunteer Field Office replaced with temporary mobile office trailer as of May 2023. Touch down space also available for naturalist staff.

Building Capacity



FOCAL STRATEGY	STATUS	PRIMARY ACTIONS COMPLETED
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Provide the systems and support needed to attract, retain, and empower the Conservancy workforce.

Build internal infrastructure and management systems

- **Establish Human Resources** manager position focused on staff recruitment, hiring, and development, and workplace equity and inclusion.
- Begin leadership succession planning conversations.
- Assess and address short- and long-term IT issues.
- Implement centralized relationship management (CRM) system/database for enhanced performance and integration of development, programs, grants, and marketing.
- Implement new grants management software/database that is accessible to all facets of organization and selectively to NPS.

- HR position filled with Jeff Wheeler in May 2023
- Giving Data selected as our new grants management software to be implemented in 2024. With this software, the NPS will submit all funding proposals, status reports, photos and materials via a web portal. The software will streamline communications, contracting, database management of all current and past grants, and accounting.

Fostering Culture and Diversity

= Progress
 = Delay
 = Halt/Change

FOCAL STRATEGY	STATUS	PRIMARY ACTIONS COMPLETED
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Make the Conservancy safe, accessible, and welcoming to all.

<p>Nurture a healthy staff culture</p> <ul style="list-style-type: none"> • Elevate the work that Conservancy employees are doing in the park to equal visibility and status as NPS-led projects. • Hold regular all-staff meetings and in-park staff gatherings. • Increase opportunities for collaboration and communication across the organization. 		<ul style="list-style-type: none"> • Ongoing work • Joint wilderness patrols, joint work crews through vols program • Monthly staff and JEDI meetings are well attended. • Joint meeting of Finance and Development Committees and staff regarding direct response fundraising • Development and Marketing meet regularly now. • Projects/Grants meets with Marketing and Development monthly. • Projects/Grants works closely with Programs through Yosemite Village grants, such as the Yosemite Exploration Center.
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Fostering Culture and Diversity

= Progress
 = Delay
 = Halt/Change

FOCAL STRATEGY	STATUS	PRIMARY ACTIONS COMPLETED
Make the Conservancy safe, accessible, and welcoming to all.		
<p>Increase understanding and practice of diversity and inclusion within the Conservancy</p> <ul style="list-style-type: none"> • Implement a process within grant review wherein the staff DEI committee reviews and recommends grant-making opportunities that focus on diversity, equity, and inclusion. • Conduct surveys of all staff, Board and Council, volunteers, and program participants to self-identify demographics (based on questions posed by GuideStar and other nonprofit rating organizations). • Hire and begin work with a DEI consultant to support staff development and understanding of DEI issues, as well as hiring and recruitment practices. 		<ul style="list-style-type: none"> • Park's DEIA groups and YC's JEDI team both reviewed funding proposals and provided comments and input. Through a spring workshop provided to the NPS, YC communicated goals of strategic plan related to diversity and inclusion. As a result, proposals received from the park reflected an emphasis on moving the needle towards inclusion and belonging of visitors and staff. • Council and staff demographic surveys completed in May 2023

Fostering Culture and Diversity

= Progress
 = Delay
 = Halt/Change

FOCAL STRATEGY	STATUS	PRIMARY ACTIONS COMPLETED
Make the Conservancy safe, accessible, and welcoming to all.		
<p>Actively recruit and retain diverse Council, Board, and staff members, participants, volunteers, vendors, suppliers, and donors</p> <ul style="list-style-type: none"> • Actively recruit new classes of Council members from diverse groups (including race, ethnicity, region, gender, age, disability, LGBTQ+) with a goal of better reflecting the representation of these groups within the population of California. • Add Board and Council members with backgrounds and expertise needed to sustain a balance of skillsets and experience within both groups. • Establish and grow Future Leaders Advisory Circle to engage a younger, more diverse donor base and volunteer leaders. • Create policies that prioritize accessibility and equity throughout the Conservancy’s human resource practices. • Train staff to better communicate with and meet the needs of diverse populations. • Examine stipends, shorter duration commitments, and value of professional mentorship in volunteer programs. • Diversify recruitment and participation in education programs. • Increase diversity of our contractors, suppliers, and vendors. 		<p>Several diverse Council candidates are being vetted in summer 2023.</p> <p>A skills matrix for Council and board will be finalized later this summer. 2023</p> <ul style="list-style-type: none"> • FLAC continues to evolve. • Working and learning with Justice Outside and Latino Outdoors.

Building the Financial Foundation

= Progress
 = Delay
 = Halt/Change


FOCAL STRATEGY	STATUS	PRIMARY ACTIONS COMPLETED
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Provide appropriate financial support for Yosemite National Park’s 21st century needs.

<p>Inspire Yosemite donors to provide more than \$100 million in total philanthropic support between 2023 and 2027</p> <ul style="list-style-type: none"> • Grow fundraising for annual projects and programs from \$13 million in 2022 to \$18 million by 2027. • Initiate ongoing and substantive internal allocations to grow our fee-free public programming, educational resources, and literature. • Focus on long-term stewardship of Conservancy’s broad base of donors giving in the range of \$100 or \$200 annually. • Pursue innovative options — both high and low tech — for efficient in-park giving. • Consistently appreciate and recognize donors. 		<ul style="list-style-type: none"> • Annual fundraising is expected to total \$11.2 million in 2023 and \$12.4 million in 2024. Declines are national. And total fundraising, including planned gifts and campaign gifts, is increasing. • Round-up at the register has been rolled out in Conservancy stores and most YH stores in 2023 • Electronic giving kiosks are being installed in Yosemite Now (old VVC space) • Stewardship efforts include inviting all donors giving at least \$25 to Spring Gathering in Yosemite, as well as sending our magazine and the Passport coupon booklet • Grant funding in 2023 totaled just under \$6M; grant funding in 2024 will be more than \$9M. This is an increase of 50%! • Educational Programs had largest revenue year ever at 1.3M, up 8% from 2022, and offered more free programs than ever.
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Building the Financial Foundation

= Progress
 = Delay
 = Halt/Change

FOCAL STRATEGY	STATUS	PRIMARY ACTIONS COMPLETED
Provide appropriate financial support for Yosemite National Park's 21st century needs.		
<p>Provide long-term philanthropic opportunities to enhance and maintain capital and project investments</p> <ul style="list-style-type: none"> • Offer major donors the option to make gifts to endowment funds covering the range of Conservancy-funded projects in Yosemite. • Add a three-year financial reserve in capital fundraising initiatives to provide protection and maintenance of significant Conservancy-funded Yosemite infrastructure upgrades. • Bolster NPS staff capacity to secure all available funding opportunities for protection and enhancement of Yosemite's natural and cultural resources. 		<ul style="list-style-type: none"> • Endowment giving is being offered to major donors in centennial campaign conversations; recognition and naming guidelines have been established • Grants and Development worked cooperatively with the NPS to submit three funding proposals to state agencies for wildlife funding. YC agreed to serve as the fiscal sponsor for these would be pass throughs.

Building the Financial Foundation

 = Progress
  = Delay
  = Halt/Change

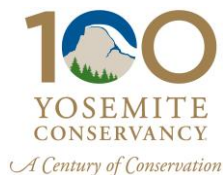
FOCAL STRATEGY	STATUS	PRIMARY ACTIONS COMPLETED
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Provide appropriate financial support for Yosemite National Park’s 21st century needs.

<p>Launch Centennial Campaign</p> <ul style="list-style-type: none"> • Plan and initiate a second-century fundraising campaign to include revitalizing the Mist Trail and John Muir Trailhead, improving safety throughout the Nevada and Vernal Falls areas and on the Half Dome cables. Significant wayfinding and programmatic enhancements to Yosemite Village and the Yosemite Museum would also be completed. • Plan and implement an integrated communications campaign to celebrate the Conservancy’s first 100 years and build broad awareness and support for the Conservancy’s vision for the next 100 years. 		<ul style="list-style-type: none"> • As of December 1, 2023 close to \$5 million in gift commitments have been confirmed for Centennial Campaign. Mist Trail / Half Dome corridor is lead project. Campaign materials have been developed and shared with donors and prospects. • Centennial Campaign Committee launch planned for January 2024 • This is underway and will evolve over the next three years.
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COMMITTEE CHAIR
LAWSON RANKIN

COMMITTEE MEMBERS
GRETCHEN AUGUSTYN
JESSICA CHEN
ERIN LAGER
PATSY MARSHALL
TIM MARSHALL
ROD REMPT
SKIP RHODES
HELEN WITTER



STEVE CIESINSKI
Board Chair

FRANK DEAN
President & CEO

MARION INGERSOLL
Chief Development Officer

Date: December 7, 2023
To: Yosemite Conservancy Board
From: Marion Ingersoll for the Development Committee
Subject: Development Status Report

Fundraising and Development Activities through October

Total fundraising (not including event revenue) through October is \$14 million this year compared to \$11.5 million last year. Of the \$14 million total, \$3.2 million is campaign revenue, \$3.1 million is planned gifts, \$258,000 is institutional pass-through gifts, and the remainder is unrestricted annual giving.

Unrestricted giving is down from \$8.3 million last year to \$7.4 million this year. The same explanations offered at the last Board meeting are still applicable –

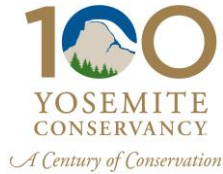
- Major gifts, as well as Board and Council gifts, are down due to the focus on Centennial Celebration sponsorships in the first half of 2023 as well as Centennial Campaign giving.
- Nationally, giving has been decreasing due to inflation and interest rate increases, as well as stock market volatility and a return to “normal” giving levels following a pandemic spike in philanthropy. Collin Ward from Newport One presented on Conservancy results and national trends to a joint meeting of the Finance and Development Committees on November 30.
- Mid-level donors (those giving ~\$1,000) have been pulling back on the size of their gifts. We see this in our numbers: 712 donors have made gifts of \$1,000+ totaling \$2.3 million this year vs. 756 donors giving \$2.9 million last year.

New bright spots in addition to acquisition and Sequoia Society monthly giving growth include our best Giving Tuesday results ever. Yosemite Conservancy raised \$97,000 this year, compared with \$52,000 last year and \$79,000 in 2021, our prior biggest year. The main driver for this increase was use of a named donor for challenge match appeals, and email copy emphasizing the matching gift opportunity.

Additionally, recent payments from Yosemite Hospitality indicate that revenue from their still-new Roundup Donation program may be ramping up more quickly than we had initially projected, which could contribute to increased cause-related marketing totals.

Despite the continued disruption to service at The Ahwahnee, we hosted another successful, well-attended, and beautiful Fall Colors donor gathering the weekend after the October Council meeting. From a preview reception in the about-to-open Welcome Center to a visit with Yosemite’s horses and mules at Yosemite Valley Lodge, to walks around the Valley and yes, another dinner or two in the Garden Terrace, it was a very successful event.

Last but not least, we’re sending a final project report to donors to the Campaign for Bridalveil Fall, a copy of which is attached.



Centennial Campaign

In addition to the \$3.6 million in recorded gifts and pledges to the Centennial Campaign, fundraisers are in the process of finalizing additional gifts bringing the total amount committed close to \$5 million. Additionally, Institutional Giving Officer Laurie Peterson has submitted a proposal to the Valley Foundation for a \$5 million gift. The Foundation’s Board meets this month, and there are additional donor meetings and solicitations in the works. We have revised the 2023 goal to \$6 million and 2024 goal from \$12 million to \$10 million.

To reach the 2024 campaign goal, fundraisers expect to complete 8-10 solicitation meetings asking for gift commitments of \$1 million or more and approximately the same number of asks for gifts of \$500,000. Board and Council members will also be asked to contribute. Campaign meetings in 2023 have been productive – most donors whom we’ve met with have said yes – but there has also been time devoted this year to preparation of campaign materials and processes, as well as refinement of campaign projects. The centennial event demanded considerable attention, and campaign projects and costs continue to evolve. In early 2024, we are planning to launch a Campaign Committee – so far, seven people (2 Board members, 2 Council, 1 FLAC, 2 donors) have accepted the invitation to participate. The committee’s work will accelerate the pace of donor outreach and meetings. Two campaign salons are in the works for 2024 already – Santa Barbara in February and Seattle in April, and we are working on confirming additional locations later in the year. We expect to put the case statement booklet, hard copies of which will be available at the meeting, to good use in the coming months.

Looking forward to 2024

In consultation with Kevin and Frank, goals for each fundraising channel are developed by fundraisers based on past performance, current trends, and donor prospects. The goals below are included in the proposed 2024 budget. We’re hoping for a strong finish to the year and a great start to 2024. Thank you for your commitment to the Conservancy and Yosemite, and for your generosity from one century to the next.

2024 Fundraising Goals	
Direct response / annual	5,963,600
Board & Council	500,000
Cause-related	1,350,000
Corporations	397,000
Foundations	674,000
Major Gifts	2,141,600
Sequoia Society	1,410,000
Planned Giving	2,500,000
Centennial Campaign	10,000,000

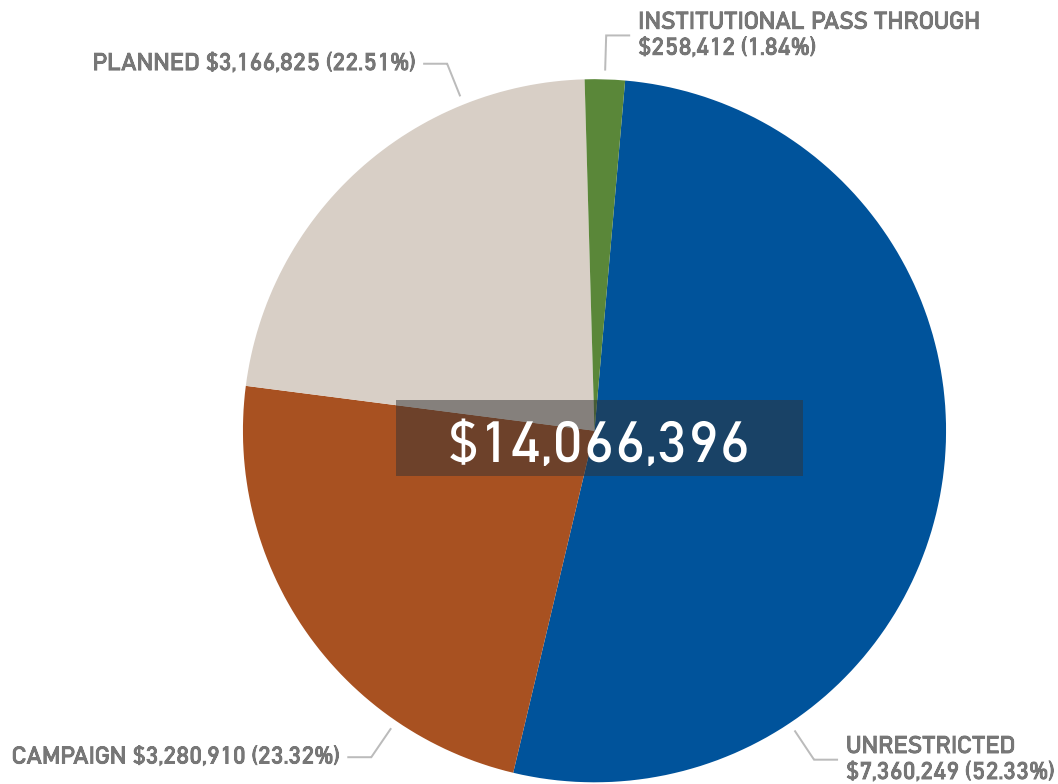


YOSEMITE
CONSERVANCY

Fundraising Dashboard October 2023

As of: October 31, 2023

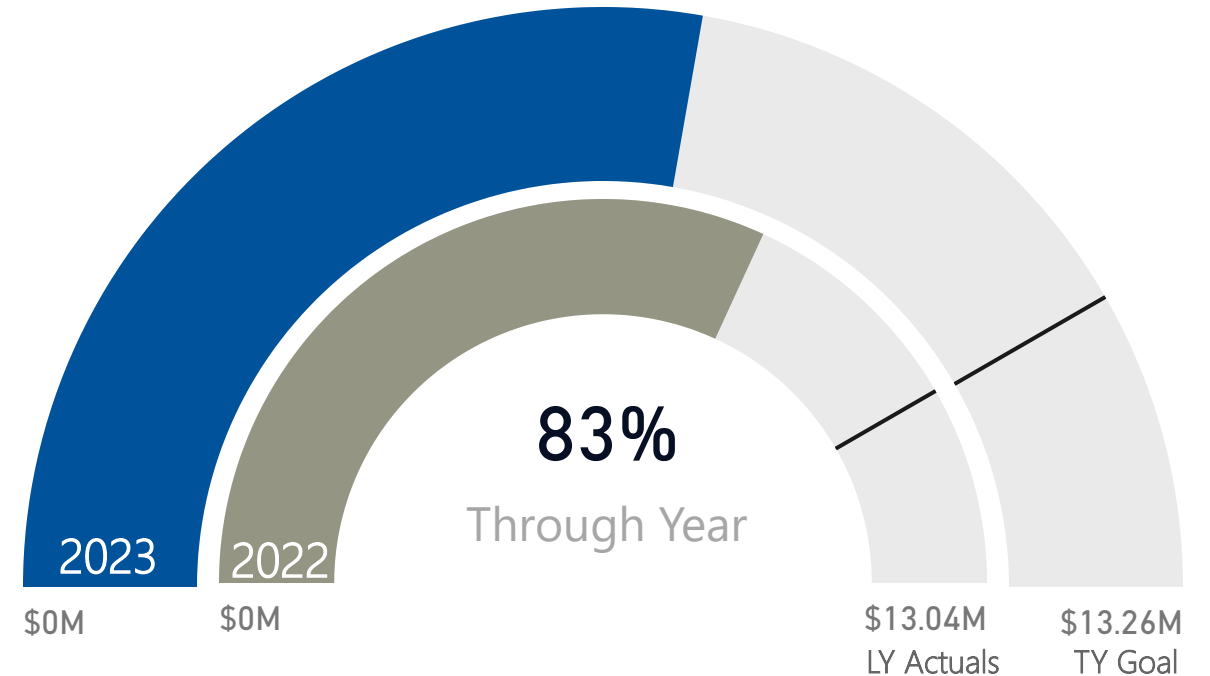
Amount Raised YTD by Gift Type
Unrestricted, Campaign, Pass-Through and Planned



Unrestricted Dollars Raised YTD

Category	2022	2023
ANNUAL	\$4,106,123	\$3,791,188
BOARD/COUNCIL	\$324,634	\$183,060
CAUSE-RELATED	\$934,019	\$899,420
CORPORATIONS	\$199,875	\$135,000
FOUNDATION	\$345,000	\$177,500
PERSONAL ASK	\$1,320,836	\$991,277
SEQUOIA	\$1,077,541	\$1,182,804
Total	\$8,308,027	\$7,360,249

This Year Progress to Goal vs. Last Year Actuals





YOSEMITE
CONSERVANCY

Providing For Yosemite's Future

FUNDRAISING: AMOUNT RAISED
Year-To-Date Cash & Pledges Raised: October 31, 2023

Description	2023						2022					
	Number of Gifts	Number of Donors	Amount Raised Total YTD	% of Total \$	Budgeted Goal	Percent to Goal	Number of Gifts	Number of Donors	Amount Raised Total YTD	Percent of YE Actual	2022 YE Actuals	Percent of Total
Individuals	105,118	48,849	\$ 6,148,329.68	43.7%	\$ 10,948,513.00	56.2%	103,063	49,672	\$ 6,829,133.08	64.4%	\$ 10,601,701.25	51.2%
\$0.01 to 249.99	102,580	46,912	\$ 3,167,229.95	51.5%			100,280	47,537	\$ 3,244,396.27	78.1%	\$ 4,153,312.45	20.1%
\$250.00 to 499.99	1,140	915	\$ 324,738.52	5.3%			1,280	1,038	\$ 361,436.46	65.4%	\$ 552,254.71	2.7%
\$500.00 to 999.99	620	526	\$ 334,300.94	5.4%			662	555	\$ 352,686.71	58.5%	\$ 602,734.31	2.9%
\$1,000.00 to 2499.99	535	480	\$ 613,174.96	10.0%			581	513	\$ 671,835.79	58.9%	\$ 1,140,550.51	5.5%
\$2,500.00 to 4999.99	115	107	\$ 344,871.09	5.6%			102	91	\$ 295,313.90	52.1%	\$ 566,626.04	2.7%
\$5,000.00 to 9999.99	68	67	\$ 385,295.92	6.3%			85	83	\$ 451,623.52	51.5%	\$ 877,695.97	4.2%
\$10,000.00 to 24999.99	49	47	\$ 645,189.20	10.5%			63	59	\$ 974,793.96	66.8%	\$ 1,459,780.79	7.0%
\$25,000.00 to 49,999.99	9	9	\$ 230,000.00	3.7%			6	6	\$ 177,046.47	52.4%	\$ 337,746.47	1.6%
\$50,000.00 - \$99,999.99	2	2	\$ 103,529.10	1.7%			2	2	\$ 100,000.00	32.2%	\$ 311,000.00	1.5%
\$100,000+	0	0	\$ -	0.0%			2	2	\$ 200,000.00	33.3%	\$ 600,000.00	2.9%
Cause-Related	26	9	\$ 899,419.79	6.4%	\$ 1,465,000.00	61.4%	43	13	\$ 934,018.95	73.6%	\$ 1,269,453.64	6.1%
Corporations	9	8	\$ 135,000.00	1.0%	\$ 306,000.00	44.1%	18	17	\$ 199,875.00	65.1%	\$ 306,875.00	1.5%
Foundations	13	13	\$ 177,500.00	1.3%	\$ 600,000.00	29.6%	9	9	\$ 345,000.00	40.0%	\$ 863,000.00	4.2%
Unrestricted Sub-total	105,166	49,095	\$ 7,360,249.47	52.3%	\$ 13,319,513.00	55%	103,133	49,925	\$ 8,308,027.03	64%	\$ 13,041,029.89	63%
Centennial Campaign	36	34	\$ 3,280,909.84	23.3%	\$ 10,000,000.00	N/A	3	2	\$ 105,000.00	100.0%	\$ 105,000.00	0.5%
Planned & Estate Gifts	30	25	\$ 3,166,824.71	22.5%	\$ 2,500,000.00	126.7%	21	18	\$ 3,061,849.66	40.5%	\$ 7,562,733.23	36.5%
Institutional Pass Through Gifts	2	2	\$ 258,412.00	1.8%	N/A		4	3	\$ 218,000.00	100.0%	\$ 218,000.00	N/A
Total Raised	105,234	49,156	\$ 14,066,396.02	100%	\$ 25,819,513.00	54.5%	103,157	49,945	\$ 11,474,876.69	55%	\$ 20,708,763.12	100.0%

Additional Statistics

Board & Council Annual Gifts	26	19	\$ 183,060.38	1.3%	\$ 500,000.00	36.6%	58	32	\$ 324,633.76	72.1%	\$ 450,411.43	2.2%
Direct Response*(includes Monthly)	104,956	49,090	\$ 4,973,992.35	35.4%	\$ 7,798,513.00	63.8%	102,880	49,877	\$ 5,183,663.44	69.5%	\$ 7,453,864.87	36.0%
Personally Solicited Annual Gifts*	133	122	\$ 991,276.95	7.0%	\$ 2,650,000.00	37.4%	123	115	\$ 1,320,835.88	49.0%	\$ 2,697,424.95	13.0%
Acquisition Gifts†	22,860	20,984	\$ 627,692.01	4.5%	-	-	18,673	17,007	\$ 533,671.06	80.5%	\$662,795.67	3.2%
\$1000+ Individual Gifts	778	712	\$ 2,322,060.27	16.5%	N/A		841	756	\$ 2,870,613.64	54.2%	\$ 5,293,399.78	25.6%
Legacy Society Members		846			800	105.8%		747		100.8%	741	

*Excludes Board & Council Gifts

†Note Acquisition mail date changes 2022-2023:

Mailing #2: 4/24/22 v 5/29/23

Mailing #3: 6/20/22 v 7/3/23

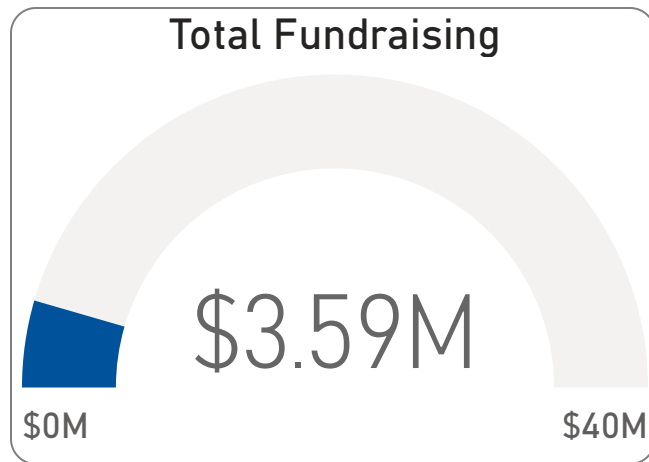
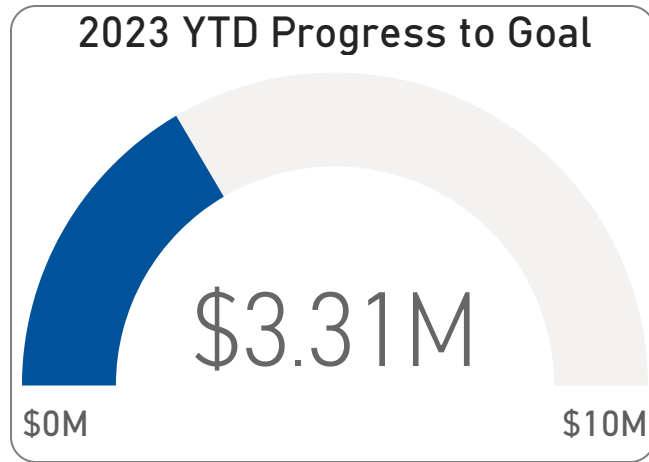
Mailing #4: 8/22/22 v 9/15/23

Mailing #5: 10/24/22 v 11/15/23

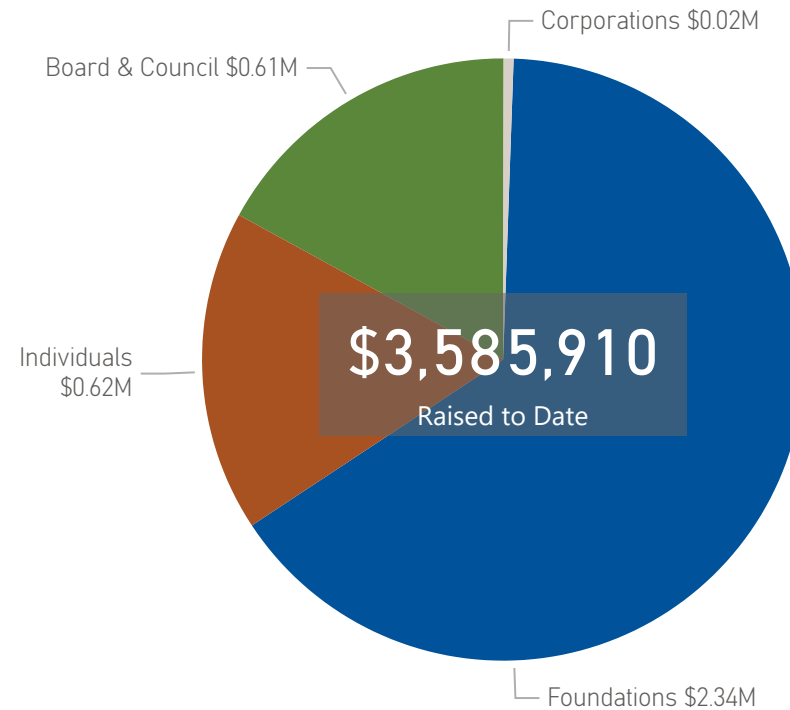
Printed 11/16/2023

Centennial Campaign Fundraising Dashboard

As of: 11/16/2023



Amount Raised by Donor Category



Total Committed

Gift Type	Amount
Outstanding Pledges	\$1,035,000.00
Cash Received	\$2,550,909.84
Total Raised	\$3,585,909.84

Gift Designation

General	\$290,000
Centennial Celebration Event	\$629,441.96
Refreshing the Mist Trail	\$2,666,467.88

The Restoration of BRIDALVEIL FALL



The restoration of Bridalveil Fall is now complete, improving the infrastructure of the area and greatly enhancing the visitor experience. A collaborative partnership involving Yosemite National Park, the Federal Lands Highway Program, Yosemite Conservancy, and donors like you made this work possible.

Before the restoration, visitors to Bridalveil Fall encountered crowded, inaccessible trails; poor signage, inadequate parking and facilities, and obscured views of the waterfall.

Now, newly organized parking and shuttle stops along Southside Drive offer ADA-compliant access via a historic carriage road, while a revamped trail system connects to new and enhanced viewing platforms. Plus, modern restrooms, drainage improvements, and expanded parking make for a more visitor-friendly experience.

Additionally, the orientation plaza provides educational content emphasizing Bridalveil Fall's significance to Yosemite's seven affiliated Tribes, trip planning tips, and wayfinding. A bronze plaque recognizing donor support was installed this summer.

We are delighted that the restoration showcases the outstanding natural beauty and rustic character of Bridalveil Fall, protects the riparian habitat, and offers a memorable experience for all visitors.



Donor plaque installed at trailhead



New ADA-accessible entrance before and after restoration



Orientation plaza at the entrance



Newly organized parking lot and modern restrooms



Thank you to our donors

Yosemite Conservancy extends its gratitude to all donors who generously supported the ongoing efforts at Bridalveil. Special recognition is given to the following significant contributors who have donated \$10,000 or more to the project.

\$1,000,000 and more

The Joseph & Vera Long Foundation
Wayne & Gladys Valley Foundation

\$500,000 - \$999,999

Dana & Dave Dornsife
Cynthia & Bill Floyd
Floyd Family Foundation
National Park Foundation & Nature Valley

\$100,000 - \$499,999

Valerie & Bill Anders
Gretchen Augustyn
City National Bank
Leslie & John Dorman
Flora L. Thornton Foundation
James A. Frank & Raintree Foundation
Gloria & Roland Herbst
Herrick Corporation
Peter F. Hilf & MacDonald Family Foundation
Ira A. Roschelle MD Family Foundation
Franklin & Catherine Johnson
Lisa & Douglas Goldman Fund
Robert & Jane Lundin
Melvin & Geraldine Hoven Foundation
John & Nadine Mills
Deborah J. Neff
Stacey Nicholas & The Opus Foundation
Jack & Sheri Overall
Allen & Marilyn Puckett
William E. Reller
Dave Rossetti & Jan Avent
Ned & Carol Spieker
Clifford James Walker

\$50,000 - \$99,999

Timothy Keenan
Pitzer Family Foundation
Stephanie & Mark Robinson
The Dorrance Family Foundation

\$25,000 - \$49,999

Anonymous
Ronald W. & Ann C. Berg
Ralph Britton
Marilyn & Allan Brown
Steve & Gayle Brugler
Lynn & Jim Gibbons
Bob Johnson
Henry & Nanette Nevins
Sharon & Philip L. Pillsbury
Skip & Frankie Rhodes
Greg & Lisa Stanger
The Diskant Family Foundation
Peter & Virginia Van Kuran

\$10,000 - \$24,999

Anonymous (2)
Nancy & Joachim Bechtle
Bob & Suzy Bennitt
Stephen & Frances Butler
Don & Duane Callahan
Stephen & Diane Ciesinski
Terry & Anne Clark
Barbara Coulter
Harold Cranston & Vicki Baker
Beth & Richard DeAtley
Bill & Nancy Doolittle
James J. & Sue Femino
Jim, Kenna & Celeste Fenton
Sandra & Bernard Fischbach
Donald & Susan Fuhrer
Burton & Maud Carol Goldfield
Ted Goldstein & Jessica Bernhardt

Rusty Gregory
Karen & Steve Hanson
Gary Holland
John W. Houghton Jr.
Tom & Barbara Mazzetti
Stephen Mock & Ann Hurd
Janet Mohle-Boetani & Mark Manasse
Richard C. Otter
Andy & Maria Pecota
Lawson A. & Gisele L. Rankin
Jennifer & Russ Stanton
Ann & George Sundby
Malcolm Swift
The Diaz Family
The Wollenberg Foundation
Walter R. Wallner Jr. & Jill Appenzeller
Jack H. Walston & Susan M. Estes



New steps to viewing platform

FINANCE COMMITTEE REPORT

OCTOBER 2023 RESULTS

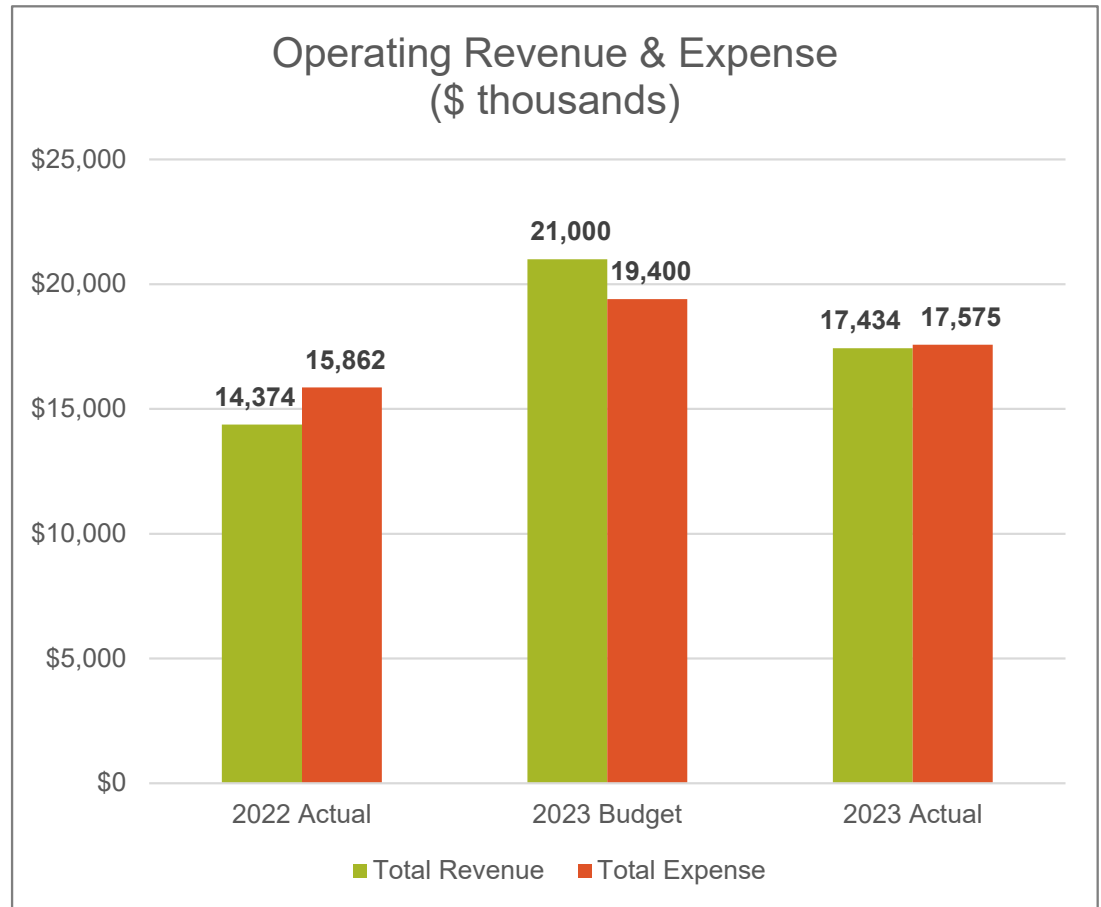
YTD OCTOBER 2023

MAIN MESSAGE: staying steady going into year end

- Total net assets have increased by 1% since the beginning of the year – consistent with AUG results (see Statement of Activities in appendix)
- Contributions
 - Annual giving revenue is down compared to budget, and 13% below prior year
 - Corporations & Foundations remain strong due to Campaign giving
- Retail revenue making slight come-back, with new Welcome Center bookstore officially open as of 11/1!
- Total operating expenses were under budget by 9%

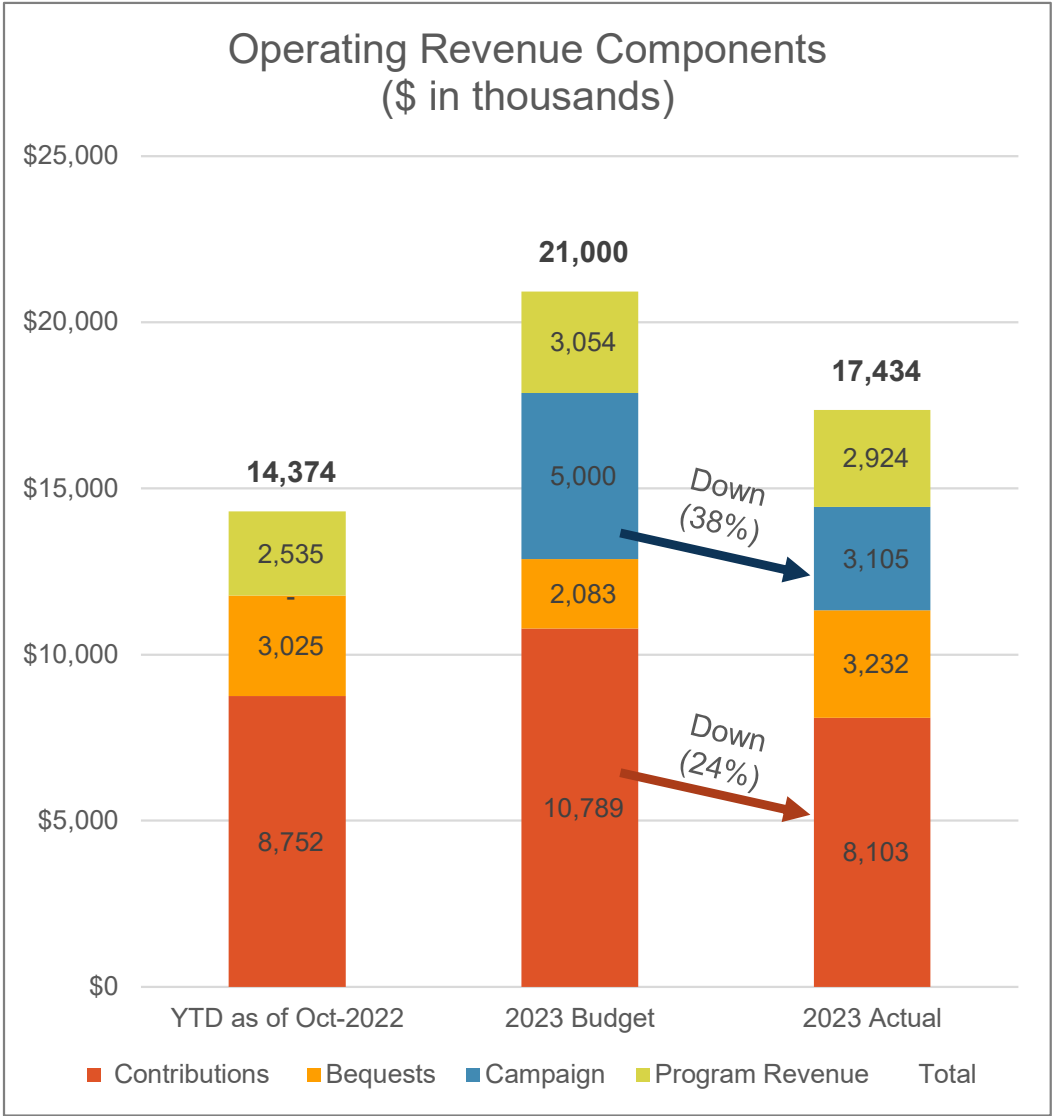
YTD OCTOBER 2023 FINANCIAL RESULTS

- **Total operating revenue was \$17.4 million**
 - Lower than budget due to combination of lower giving & lower program revenue
- **Total expenses of \$17.5 million**
 - Under budget due to permanent savings related to event savings, cancelled events & people costs



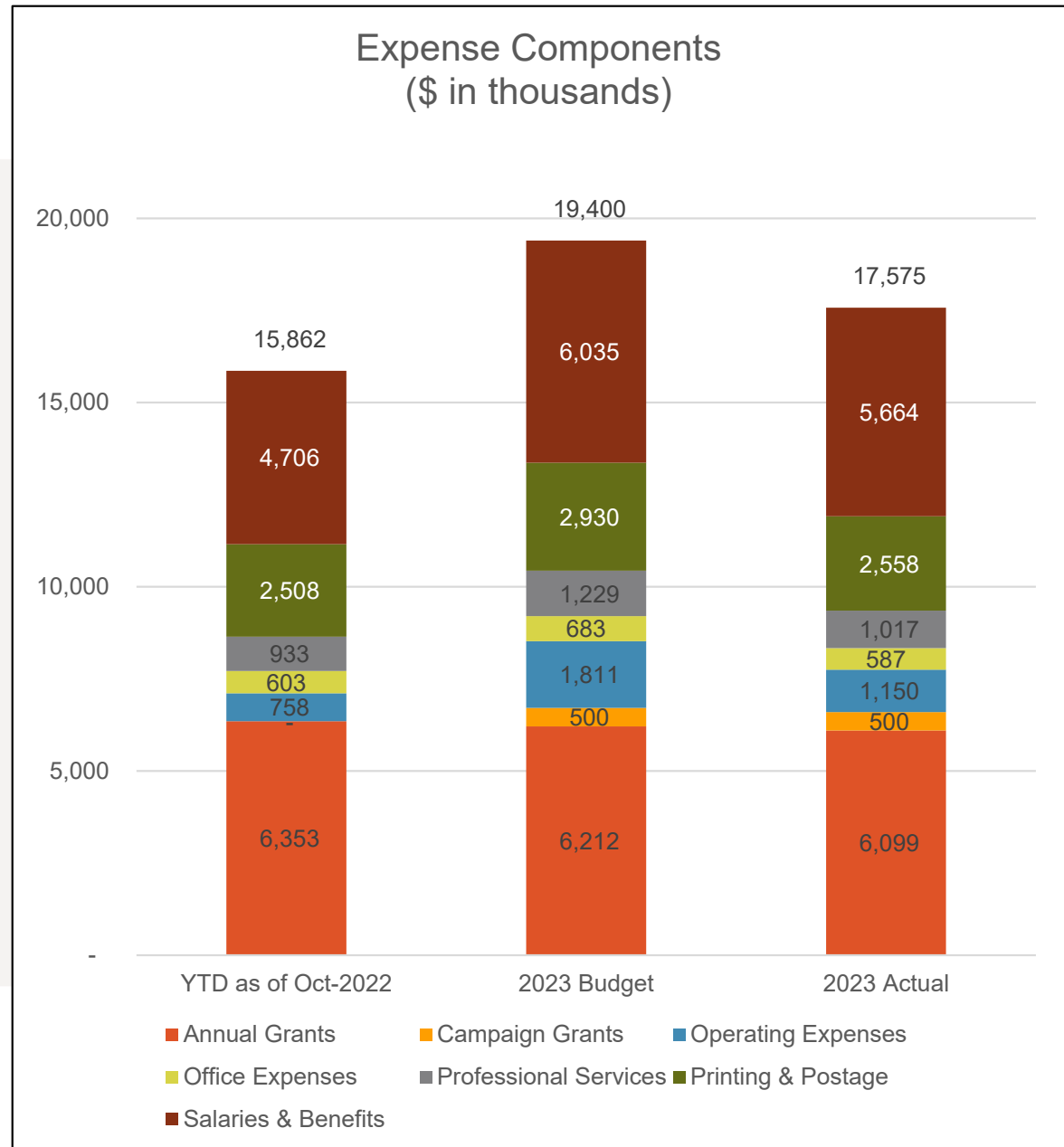
KEY METRIC: REVENUE

- Contributions, which include annual giving and event revenue, of \$8.1 million were -24% under budget in all donor categories, primarily impacted by industry wide decreases in individual giving
- Bequests were strong at \$3.2 million
- Campaign gifts of \$3.1 million received, mainly from corporations & foundations
- Program revenues down compared to budget due to park closures



KEY METRIC: EXPENSE

- Total expenses include:
 - \$10.9 million for operating
 - \$6.1 million of project grants
 - \$500k for Campaign projects
- Operating expenses under budget due to:
 - Permanent savings from people costs
 - Event savings (Gala under budget & other events cancelled)
 - Lower travel expenses



2023 YEAR-END FORECAST

2023 FORECAST

Main message: Projecting total contributions of \$21.2 million, \$5.5 million or 20% under budget

- Change in Net Assets: Forecast \$5.3 million vs. Budget of \$9.1 million
 - Excluding Campaign: Forecast: -\$230K vs. Budget of -\$300K
 - Excluding Campaign & Bequests: Forecast: -\$3.4 million vs. Budget of -\$2.8 million
- Annual giving revenue of \$11.2 million, down vs. budget -\$2.1 million (-16.0%) primarily due to:
 - Lower average dollar gifts per direct response donor
 - Shift of major annual fund gifts to the Centennial event sponsorships & Campaign
- Operating expenses of \$13.5 million expected to be \$1.5 million positive to budget due to lower program staffing and hiring gaps
- Projecting investment income of \$0.7 million compared to loss of -\$2.2 million last year
- Despite lower than budget operating revenue, our efficiency ratios—overhead rate and cost to raise-a-dollar—show improvement compared to 2022 actual results

2024 BUDGET



December 7, 2023

To: Board of Directors

From: YC Finance Staff

2024 Budget and YNP Grant Commitment

The Finance Committee approved the 2024 budget on Thursday 11/30/23 after considerable discussion of our expenses increasing at a faster rate than our annual revenues. It was observed that the recent decline in earnings decreases the level of grant funding we can provide in the future and puts more importance on the annual draw on the Legacy Fund. The Legacy Fund is credited with all bequests received by the Conservancy. Each year 25% of the June 30 Legacy Fund balance is used in the calculation of the annual grants amount for the succeeding year. At October 31, 2023 the balance in the Legacy Fund was \$21.2 million.

While the 2024 total revenue, including campaign revenue, grant budget and operating expenses are ambitious, we feel comfortable with the proposed budget for the following reasons:

- Since the forecast and budget was prepared, we are feeling more optimistic about Annual Fund revenue. Giving Tuesday and other recent Annual Fund results indicate a modest November uptick, and Yosemite Hospitality's register round up program is ramping up based on recent revenue trends and more, but uncertain, potential for 2024. Revenue projections for 2024 Annual Fund are conservative, and we expect us to exceed the revenue forecast for 2023.
- The management team is aware of our cost trends and will address cost containment measures with the Committee on February 15, 2024, with a goal of reducing budgeted operating expenses by \$300,000 to \$400,000.
- If 2024 proves a disappointing year financially speaking, we will be prepared to make the tough decisions to scale back or delay elements of our strategic plan.
- The following commentary gives more depth on the assumptions behind the proposed 2024 budget and grant commitment.

Fundraising Goals and Projected Performance

The fundraising team expects to finish 2023 ahead of forecast annual giving revenue projections for the year. Some categories have potential for more growth in 2024 than currently projected – most notably, cause-related marketing and the register round up program, as well as direct response including monthly giving.

Without the significant distraction of the centennial celebration and sponsorships, fundraisers will have an opportunity to re-focus on the annual fund, in addition to the ongoing centennial campaign. Board and Council annual giving is expected to rebound from 2023, when Council gifts to the centennial celebration totaled more than \$500,000.

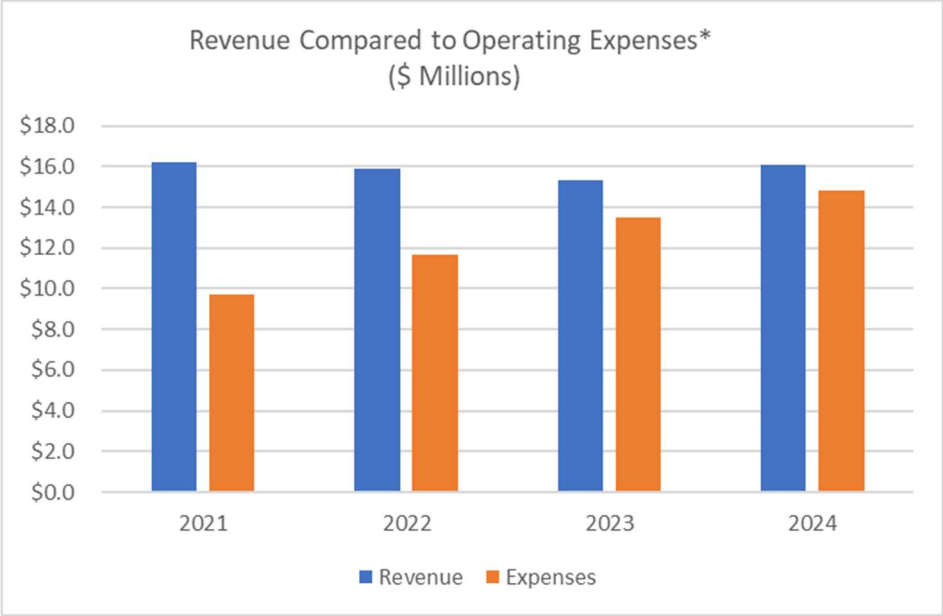
Major gifts to the annual fund are projected to be flat compared to 2023, given campaign fundraising next year. Some donors are building sustained support for the Annual Fund into their campaign gifts.

The 2024 campaign goal of \$10 million is more ambitious. Board members and many Council members, who have not yet been asked to give, will be solicited in the coming year. Fundraisers expect to complete 8-10 solicitation meetings asking for gift commitments of \$1 million or more and approximately the same number of asks for gifts of \$500,000. Campaign meetings in 2023 have been productive – the vast majority of donors whom we’ve met with have said yes – but there has also been considerable time devoted this year to preparation of campaign materials and processes, as well as refinement of campaign projects. The centennial event took considerable time, and campaign projects and costs continue to evolve. The launch of the campaign committee in January 2024 will accelerate the pace of donor outreach, campaign gatherings, and major gift asks.

Overall, we are optimistic that annual fund results will come in above forecast.

Expense Levels and Grant Funding for 2024 and 2025

The chart below shows the trend of expenses increasing at a faster rate than annual revenues.



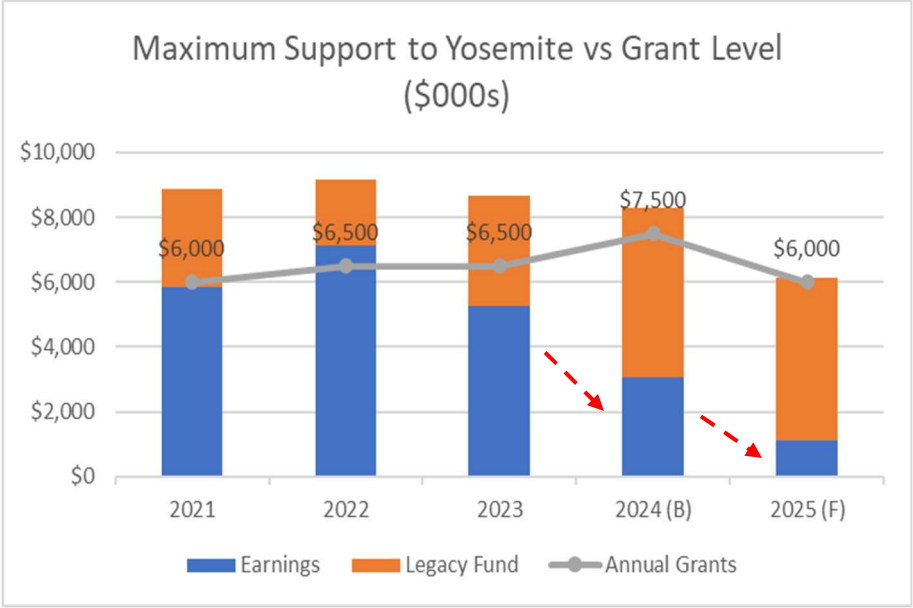
* Revenue excludes bequests and campaign income. Operating expenses exclude grant expense.

To refresh our memories, two variables drive the maximum amount we can provide to the Park in annual grants for the succeeding year. The YNP grant amount is based on results for the twelve-month period ending in June and may not exceed the combined total of:

- Earnings, excluding bequest income, campaign income, and grant expenses, plus
- 25% of the Legacy Fund balance

Until 2023, the portion of annual Park grants derived from earnings was significantly higher than the portion of annual Park grants contributed from the Legacy Fund. In 2023, the Legacy Fund contribution became relatively more significant as a percentage of grants, and in 2024 the Legacy Fund contribution will constitute over half of the YNP grant amount. The chart below illustrates this trend.

Looking ahead to the 2025 forecast, the estimated amount we expect to grant in 2025 drops to \$6.0 million (based on the proposed 2024 budget) and would require the maximum percentage contribution from the Legacy Fund.

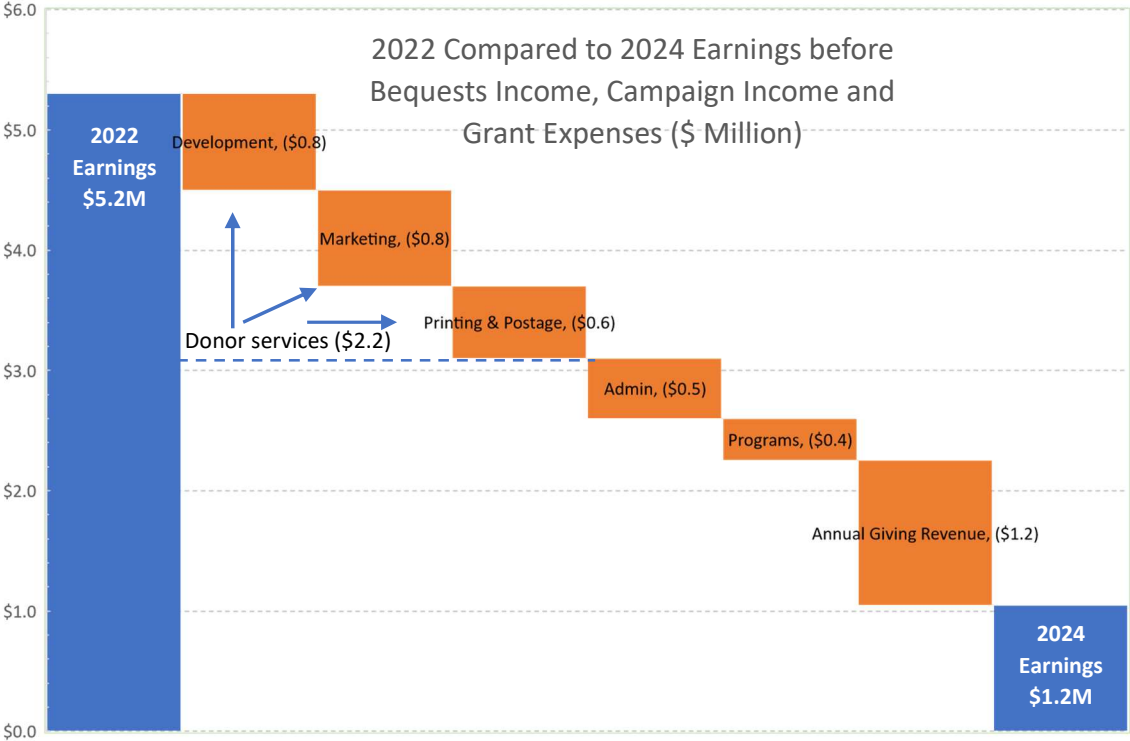


Decline in Earnings Explained

Two factors have contributed to the decline in earnings and the contribution of earnings to YNP grants. Although contributions to the Conservancy have grown every year for the past five years, growth in total contributions has been due to higher planned giving bequests and campaign contributions, which are not included in the earning calculation but instead are applied to the Legacy Fund and capital projects. On the other hand, Annual Fund revenue has now declined from its peak in 2021 and as a result Annual Fund revenue budgeted for 2024 is down \$1.2 million from 2022, in line with nonprofit industry trends for annual fund results.

The other factors in our decline in earnings have been the growth in administrative, development and marketing expenses and an increase in activities to support the Park in addition to the annual grants to the Park. These include expenses related to Park requests for help with marketing and communications services and the use of our program staff to support the park regarding access, climate change, and staffing limitations. We estimate that the cost of these activities was approximately \$200,000 per year in mostly staff time.

The growth in our administrative expenses largely reflects strategic plan priorities such as enhancing information services, personnel development, employee retention, and training. Development expenses have increased due to the addition of three staff and a 14% increase in postage over the past two years. We have also seen increased expenses with the move to Newport One fundraising consultants and made improvements to our donor database. In 2024 Newport One will take a closer look at our mailing expense and strategy to lower costs by reducing the physical content of individual mailings (i.e., smaller inserts, etc.).



Conclusion

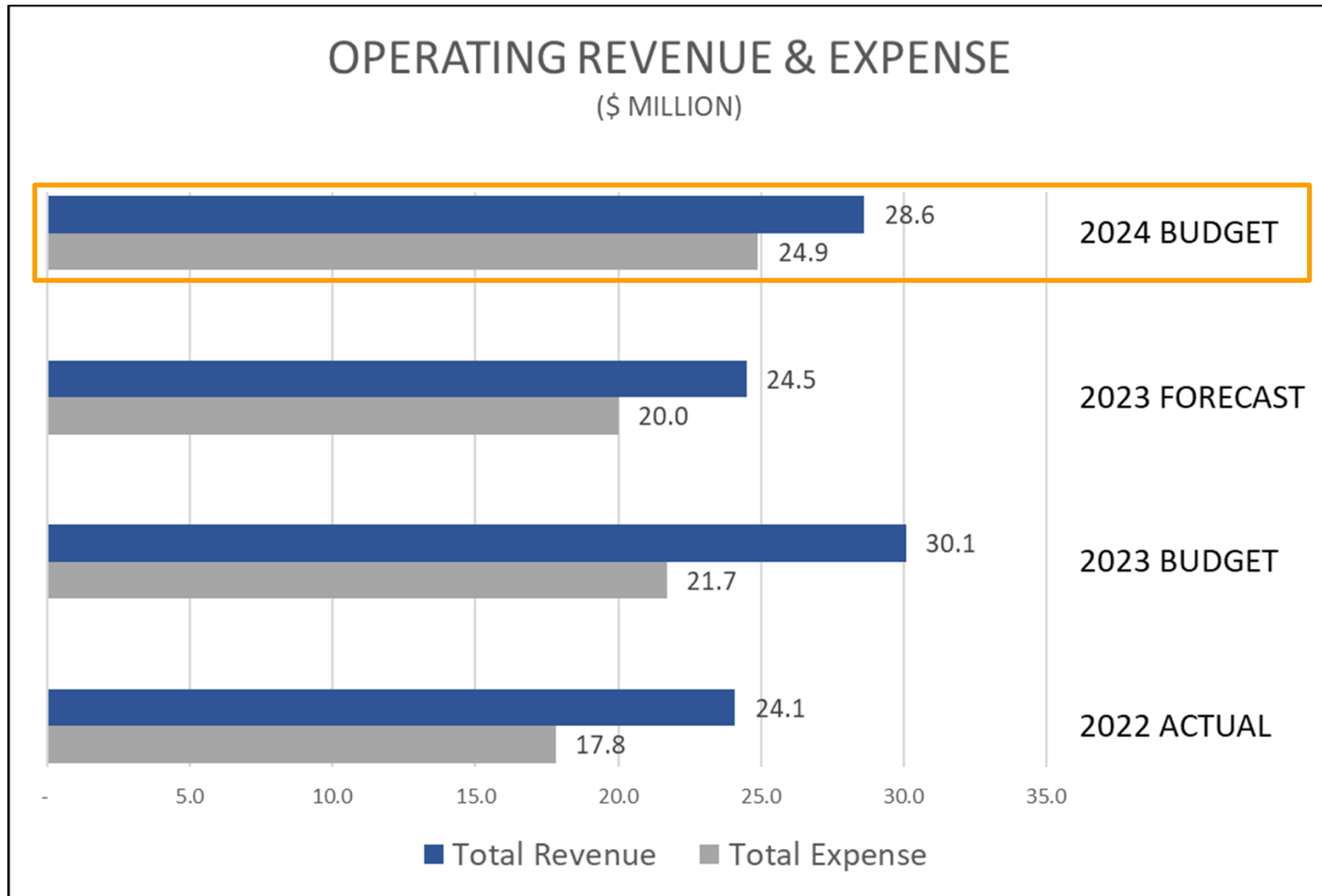
To summarize again our support for the proposed 2024 budget:

- Since the forecast and budget was prepared, we are feeling more optimistic about Annual Fund revenue. Giving Tuesday and other recent Annual Fund results indicate a modest November uptick, and Yosemite Hospitality’s register round up program is ramping up

based on recent revenue trends and more, but uncertain, potential for 2024. Revenue projections for 2024 Annual Fund are conservative, and we expect us to exceed the revenue forecast for 2023.

- Revenue projections for 2024 Annual Fund are conservative, and we expect us to exceed the revenue forecast for 2023.
- The management team is aware of our cost trends and will address cost containment measures with the Committee on February 15, 2024, with a goal of reducing budgeted operating expenses by \$300,00 to \$400,000.
- If 2024 proves a disappointing year financially speaking, we will be prepared to make the tough decisions to scale back or delay elements of our strategic plan.

ANNUAL FINANCIAL COMPARISONS



- Campaign and bequests drive revenue performance
- Expenses well controlled

2024 BUDGET

Main messages:

- Record amount of grants committed to Yosemite for 2024!
- We are growing – budgeted for the most full-time employees YC has ever employed!
- What is new for 2024:
 - Staffing:
 - Budgeted to be at capacity for in-park staff
 - Approx. 3% salary increase to incumbent staff
 - Assuming full year costs for 2023 new hires
 - Retail will be operating in the Welcome Center, and have plans for Tuolumne Meadows Visitor Center (which did not open in 2023 due to weather)
 - Budgeting Hubspot, an org-wide customer relationship management (CRM) tool for marketing, emails, and managing program participants & donors
 - Yosemite West – \$200k placeholder on Balance Sheet

2024 BUDGET

High Level Revenue & Expenses

- Total change in Net Assets: increase by \$4.8 million

Revenue

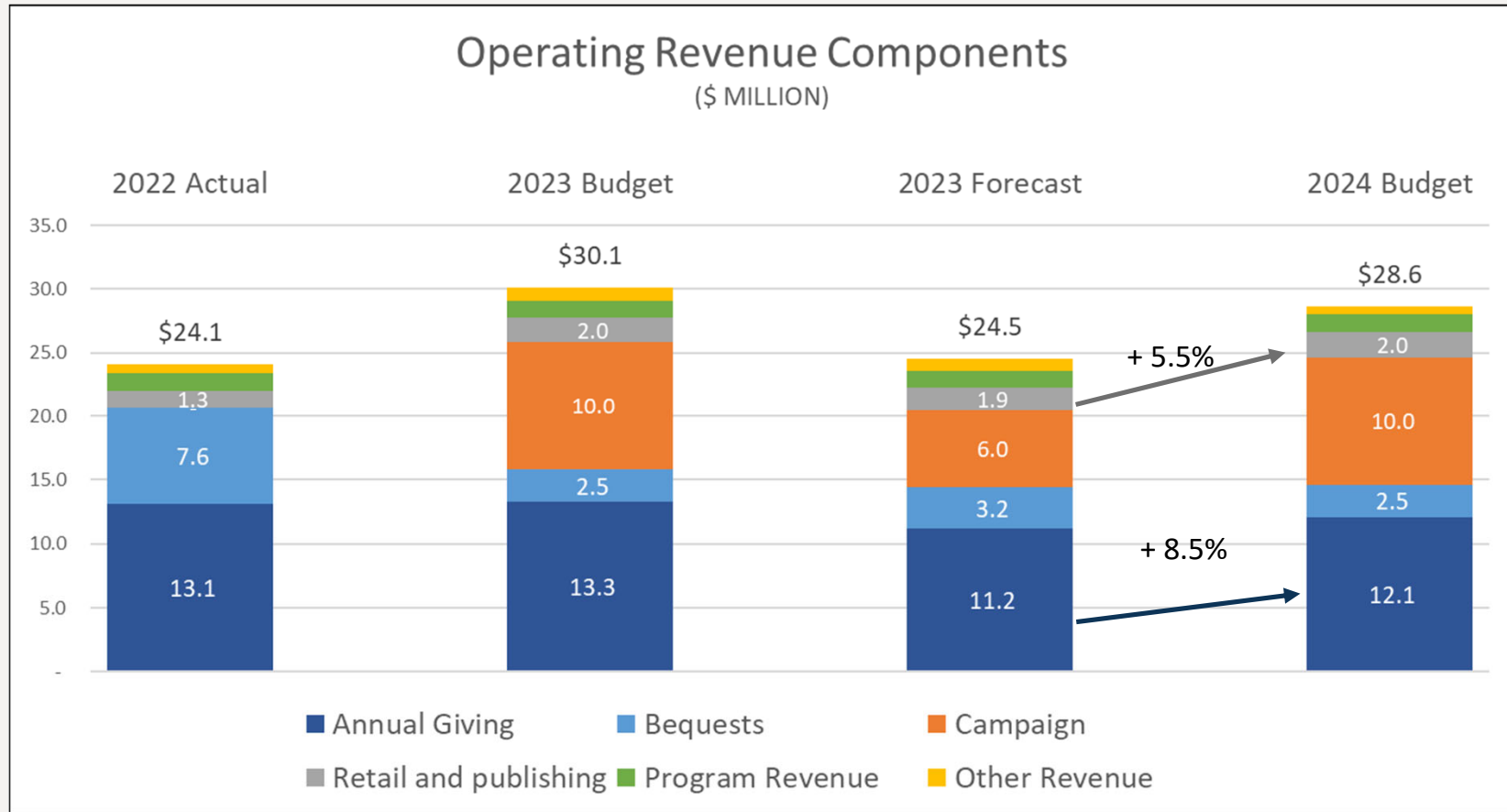
- Campaign fundraising at \$10.0 million
- Annual Giving at \$12.1 million, up \$950k (8.5%) from 2023 forecast
- Retail revenue at \$2.0 million, up \$100k (5.5%) from 2023 forecast
- Program revenue at \$1.4 million, up \$54k (4.1%) from 2023 forecast

Operating expenses of \$14.8 million, up \$1.3 million (9.5%) from 2023 forecast

- Increase primarily due to salary increases, staffing & new hires, and printing & postage
- Approx. \$500-600k of Strategic Plan expenses:
 - Goal of Building Capacity: \$200k in HR function (i.e. Full year impact of HR Director hire, related recruiting) plus \$100k in accounting and grant management software upgrades
 - Goals of Connecting Park & People: \$150k in Marketing (CRM, diverse audiences)

2024 BUDGET

Key Metric: Revenue



KEY METRIC: DEVELOPMENT REVENUE BY CHANNEL

Development Financial Overview									
<i>(Dollars in thousands)</i>	2019A	2020A	2021A	2022A	2023B	2023F	YoY%	2024B	YoY%
Direct Response	\$5,997	\$6,566	\$7,670	\$7,429	\$7,799	\$6,950	-6.4%	\$7,374	6.1%
Board & Council	375	575	661	555	500	200	-64.0%	500	150.0%
Major Gifts	2,824	2,570	3,903	2,696	2,650	2,142	-20.5%	2,142	0.0%
Cause-Related	1,308	879	1,121	1,270	1,465	1,180	-7.1%	1,350	14.4%
Institutions	1,381	1,279	1,091	1,170	906	715	-38.9%	771	7.8%
Annual Development Revenue	11,885	11,869	14,446	13,120	13,320	11,187	-14.7%	12,137	8.5%
Development Operating Expenses	3,794	4,053	4,309	4,830	5,848	5,316	10.1%	5,943	11.8%
Annual Development Net Income	8,091	7,816	10,137	8,290	7,472	5,871	-29.2%	6,194	5.5%
Bequests	1,743	4,773	1,206	7,563	2,500	3,232	-57.3%	2,500	-22.6%
Campaign	1,717	403	372	-	10,000	6,000	n/a	10,000	66.7%
Total Development Revenue	15,344	17,045	16,024	20,683	25,820	20,419	-1.3%	24,637	20.7%
Development Operating Expenses	3,794	4,053	4,309	4,830	5,848	5,316	10.1%	5,943	11.8%
Campaign Expenses	-	-	-	-	125	15	n/a	155	969.7%
Total Development Expenses	3,794	4,053	4,309	4,830	5,973	5,331	10.4%	6,098	14.4%
Total Development Net Income	\$11,551	\$12,993	\$11,715	\$15,853	\$19,847	\$15,089	-4.8%	\$18,539	22.9%
Key Metrics	2019A	2020A	2021A	2022A	2023B	2023F		2024B	
<i>Growth (y/y)</i>									
Direct Response	3.5%	9.5%	16.8%	-3.1%	30.0%	-6.4%		-3.9%	
Board & Council	0.0%	53.4%	14.9%	-16.0%	33.3%	-64.0%		-24.4%	
Major Gifts	96.8%	-9.0%	51.9%	-30.9%	-6.2%	-20.5%		-45.1%	
Cause Related	6.9%	-32.8%	27.5%	13.3%	12.0%	-7.1%		20.4%	
Institutions	16.0%	-7.4%	-14.7%	7.3%	-34.4%	-38.9%		-29.3%	
Annual Development Revenue	18.6%	-0.1%	21.7%	-9.2%	1.5%	-14.7%		8.5%	
Development Operating Expenses	-2.4%	6.8%	6.3%	12.1%	21.1%	10.1%		11.8%	
Annual Development Net Income	32.0%	-3.4%	29.7%	-18.2%	-9.9%	-29.2%		5.5%	
Total Development Expenses	-2.4%	6.8%	6.3%	12.1%	23.7%	10.4%		14.4%	
Total Development Net Income	-25.7%	12.5%	-9.8%	35.3%	25.2%	-4.8%		22.9%	
<i>Per Unit Expenses</i>									
Cost per Annual Development \$ raised	\$0.319	\$0.341	\$0.298	\$0.368	\$0.439	\$0.475		\$0.490	
Cost per Total Development \$ raised	\$0.247	\$0.238	\$0.269	\$0.234	\$0.231	\$0.261		\$0.248	

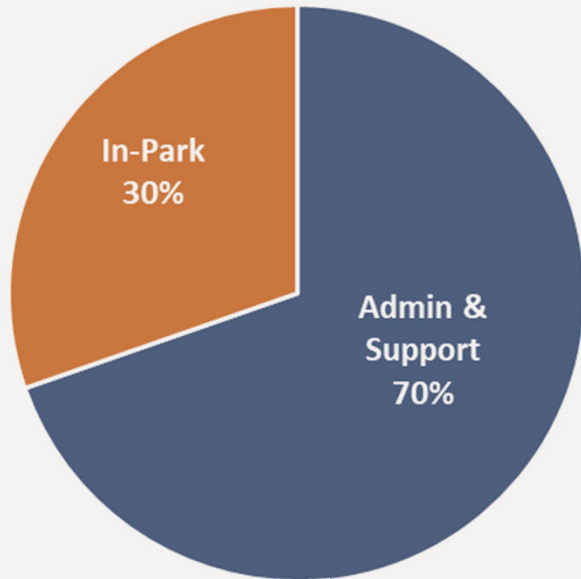
Note: Expenses before allocations.

2024 BUDGET

Cost Drivers: People costs, and postage & shipping expenses drive the expense budget

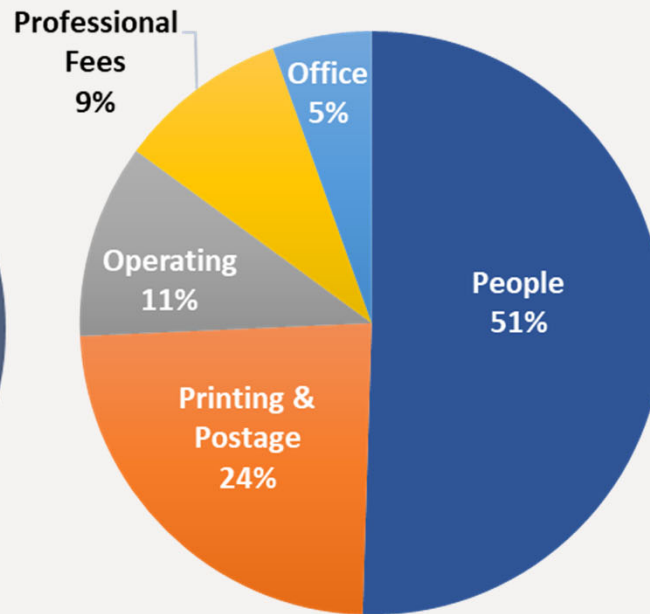
2024 Expenses: \$14.9M

By Location



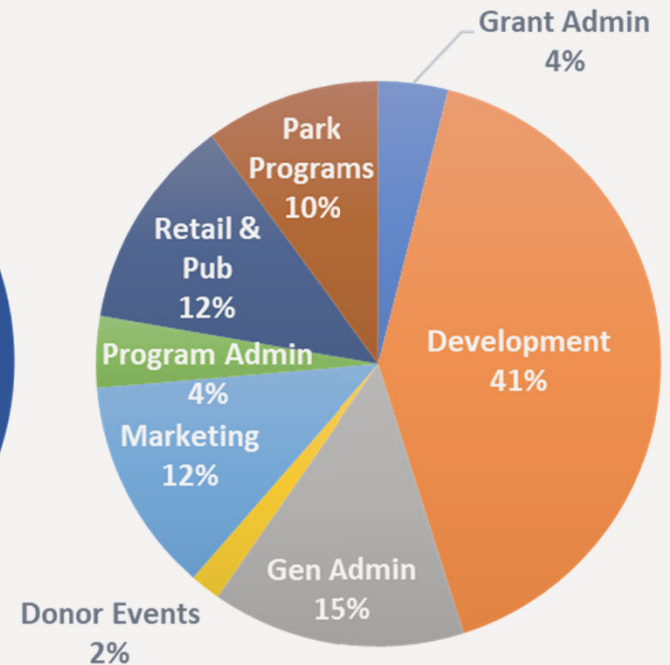
Admin & fundraising functions represent 70% of total operating expense

By Type



People costs and printing & postage expenses comprise 75% of total operating expenses

By Function



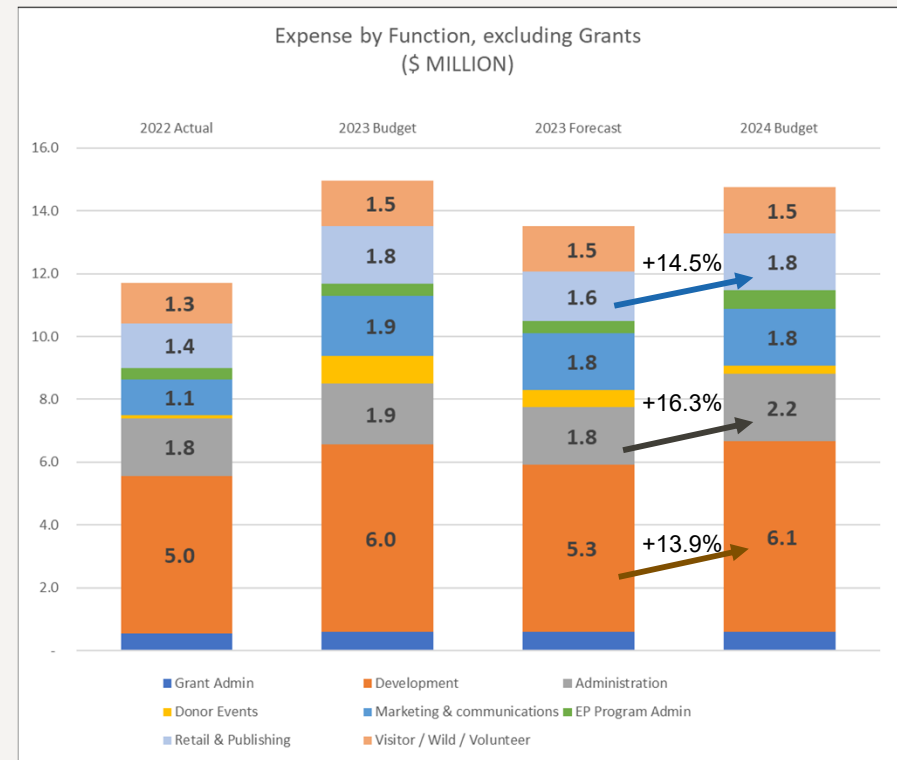
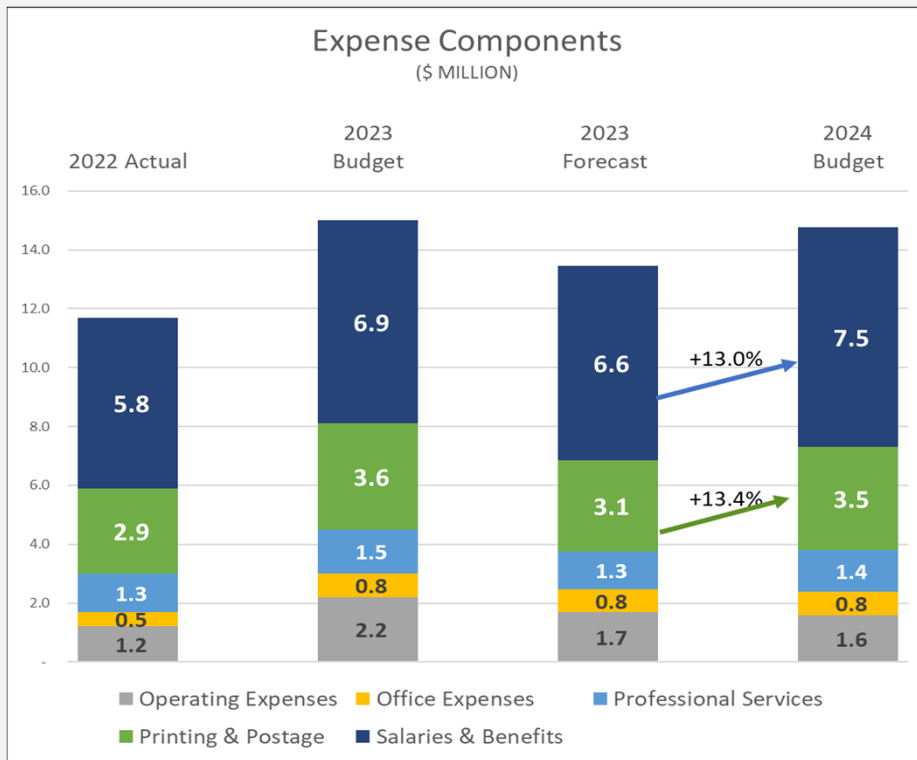
Development and admin functional expenses account for 56% of total operating expenses*

* Before allocation.

2024 BUDGET

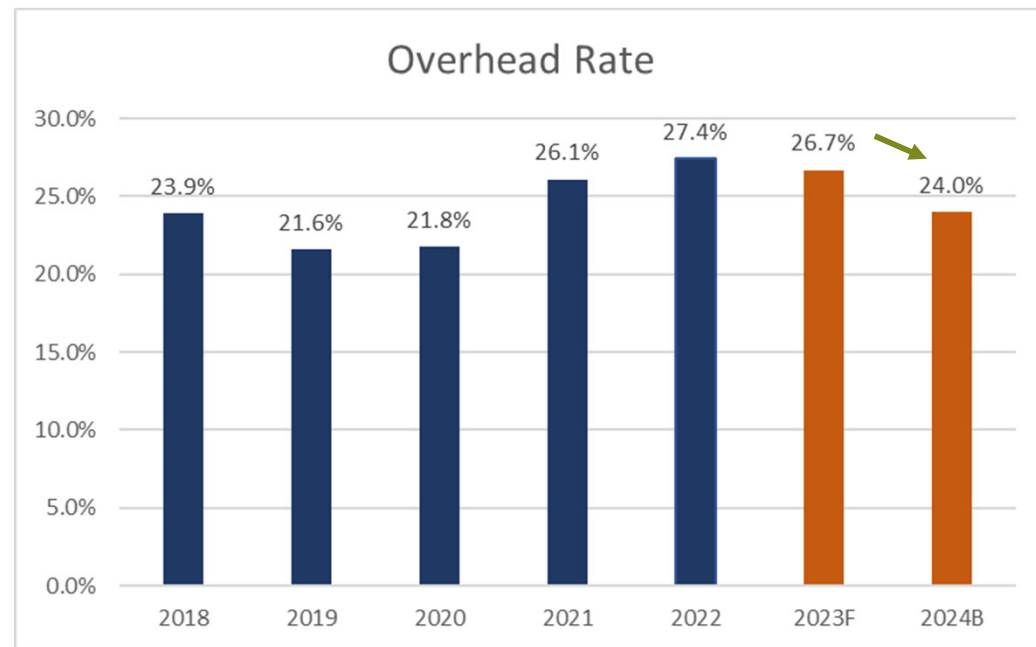
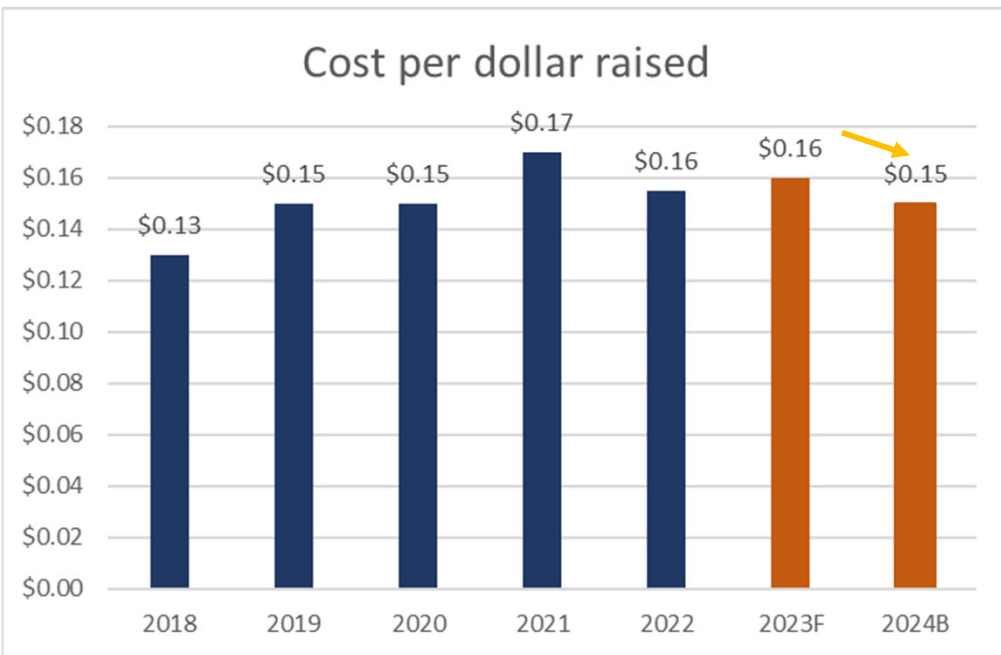
Digging in: Operating Expenses

- 13% increase in people costs due to:
 - Full year for 4 new roles in 2023 (Dir. of HR, Major Gift Officer, Facilities Engr., Digital Designer)
 - Budgeted for in-park staff with assumption no closure (+4.5 employees), plus 0.5 in Admin
 - Average of 3% salary increases



KEY RATIOS

Efficiency ratios expected to improve in 2024 due to higher revenue and program spending (grants and in-park programs)



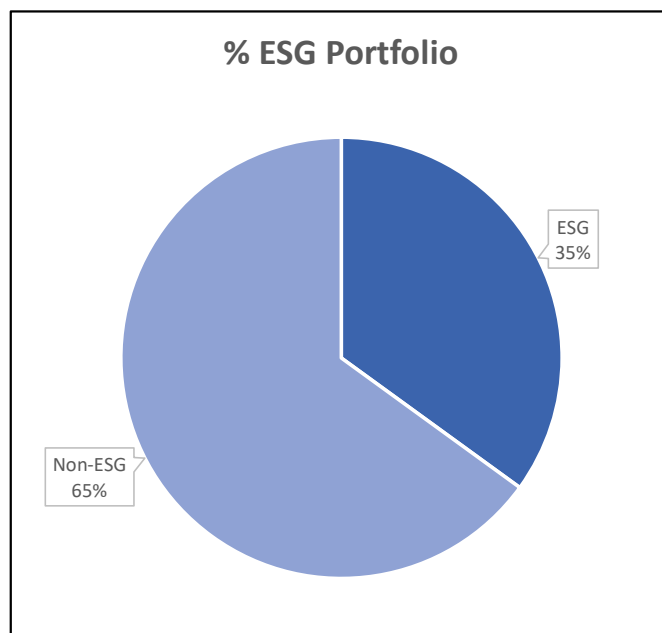
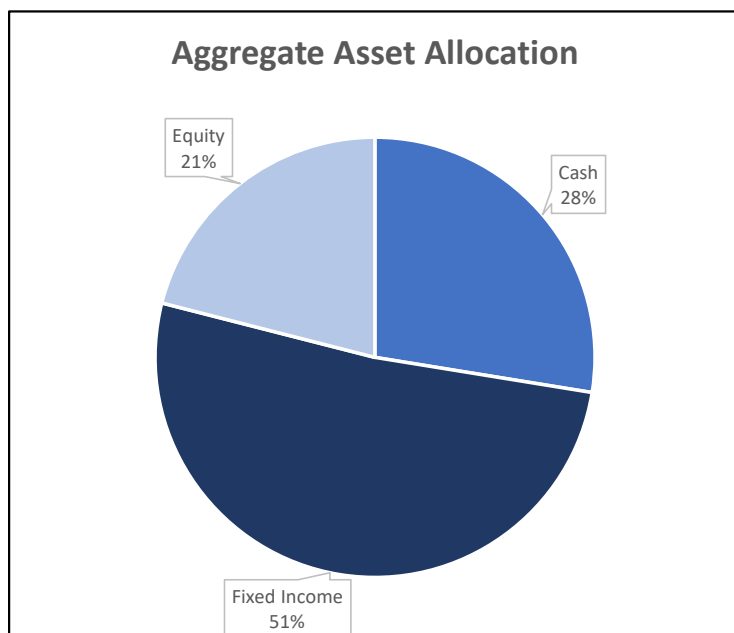
Yosemite Conservancy
2024 Budget Statement of Activities

	2022 Actual	2023 Budget	2023 Forecast	2024B vs. 2023F	
				2024 Budget	% Change
Support and revenue:					
Contributions					
Annual contributions	\$13,130,061	\$13,319,513	\$11,186,870	\$12,137,067	8.5%
Bequests	7,562,733	2,500,000	3,231,502	2,500,000	-22.6%
Pass-through and in-kind gifts	473,237	150,000	277,314	299,105	7.9%
Special events	41,280	711,050	517,878	196,390	-62.1%
Campaign contributions	-	10,000,000	6,000,000	10,000,000	66.7%
Total contributions	21,207,311	26,680,563	21,213,564	25,132,562	18.5%
Program revenue					
Retail & publishing, net	1,379,823	2,033,112	1,923,538	2,028,860	5.5%
Program fees	1,393,029	1,279,443	1,322,185	1,376,746	4.1%
Other operating income	73,130	85,300	81,354	92,300	13.5%
Total program revenue	2,845,982	3,397,855	3,327,077	3,497,906	5.1%
Total support and revenue	24,053,293	30,078,418	24,540,641	28,630,468	16.7%
Functional expenses:					
Grant expenses					
Annual grants to YNP	6,625,000	6,160,090	5,678,726	7,499,289	32.1%
Pass-through grants	-	-	131,670	150,000	13.9%
Cash Aid to NPS & other orgs	80,500	76,500	190,000	120,000	-36.8%
Campaign projects	-	500,000	500,000	2,322,184	364.4%
Total grant expenses	6,705,500	6,736,590	6,500,396	10,091,473	55.2%
Department expenses					
Grant Admin	483,290	579,527	597,995	590,748	-1.2%
Development	4,734,019	5,855,200	5,316,629	5,939,266	11.7%
Campaign	-	125,000	14,515	130,100	N/A
Administration	1,517,485	1,936,219	1,849,565	2,149,709	16.2%
Marketing & communications	1,334,381	1,521,013	1,362,795	1,811,125	32.9%
Centennial year communications	-	400,000	400,000	-	N/A
Donor Events	100,000	886,325	532,081	256,385	-51.8%
EP Program Admin	393,352	366,013	386,588	602,236	55.8%
Retail	1,149,278	1,647,206	1,415,010	1,604,437	13.4%
Publishing	183,361	195,948	156,877	196,500	25.3%
Visitor services & programs	613,210	687,003	667,614	700,703	5.0%
Wilderness program	304,731	448,092	485,701	425,239	-12.4%
Volunteer program	265,000	320,225	299,987	362,159	20.7%
Total department expenses	11,078,107	14,967,771	13,485,357	14,768,607	9.5%
Total operating expenses	17,783,607	21,704,361	19,985,753	24,860,080	24.4%
Change in net assets from operations	6,269,686	8,374,057	4,554,888	3,770,388	-17.2%
Other change in net assets					
Investment income (loss)	(2,283,259)	700,000	700,000	1,000,000	42.9%
Change in other changes in net assets	(2,283,259)	700,000	700,000	1,000,000	42.9%
Change in net assets	3,986,427	9,074,057	5,254,888	4,770,388	-9.2%
Less: Campaign contributions	-	(10,000,000)	(6,000,000)	(10,000,000)	N/A
Add: Campaign grants	-	500,000	500,000	2,322,184	N/A
Add: Campaign expenses	-	125,000	14,515	130,100	796.3%
Change in net assets excl. campaign	3,986,427	(300,943)	(230,597)	(2,777,328)	N/A
Less: Bequests	(7,562,733)	(2,500,000)	(3,231,502)	(2,500,000)	N/A
Change in net assets excl. campaign & bequests	(3,576,306)	(2,800,943)	(3,462,099)	(5,277,328)	N/A
Application of Legacy Fund	-	2,800,943	3,462,099	5,277,328	52.4%
Adjusted Net Income	(3,576,306)	-	-	-	
Key Statistics:					
Annual contributions growth rate (y/y)	-9.2%	1.5%	-14.8%	8.5%	8.5%
Admin operating expenses	8,169,175	11,303,284	10,073,580	10,877,333	8.0%
In-Park programs operating expenses	2,908,932	3,664,487	3,411,777	3,891,274	14.1%
Net before grants, bequests, campaign	4,939,216	2,460,647	1,546,468	1,062,756	-31.3%
Programs, net	(50,780)	(266,632)	(84,700)	(393,368)	364.4%
Overhead rate	35.2%	35.9%	35.9%	32.5%	-9.3%
Cost to raise a dollar	\$0.22	\$0.22	\$0.25	\$0.24	-5.7%

Yosemite Conservancy Investment Results September 30, 2023

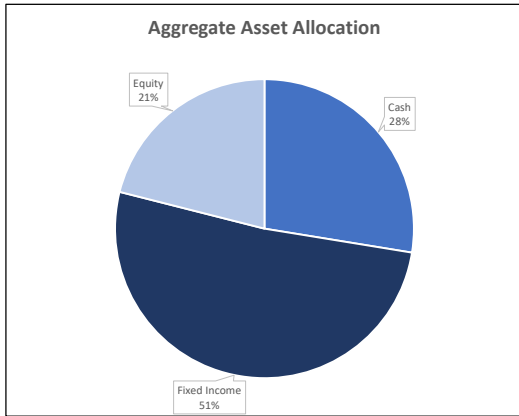
Asset Type	Manager	9/30/2022	12/31/2022	3/31/2023	06/30/2023	9/30/2023	Performance	
							Q3	YTD 2023
US Equities	City National	799,437	907,689	968,857	1,033,574	1,195,913	-3.45%	12.04%
	Capital Group	1,760,386	1,892,783	2,061,272	2,243,918	2,234,959	-3.16%	9.64%
	Total	2,559,823	2,800,472	3,030,129	3,277,492	3,430,872	-3.26%	10.47%
<i>Benchmark: S&P 500 Index:</i>							-3.27%	13.07%
Global Equities	Capital Group	1,941,533	2,115,421	2,420,539	2,526,409	2,421,494	-5.59%	7.21%
	Total	1,941,533	2,115,421	2,420,539	2,526,409	2,421,494	-5.59%	7.21%
	<i>Benchmark: MSCI ACWI ex USA Index:</i>							-3.77%
Fixed Income	City National	4,909,175	5,058,169	4,937,624	4,942,190	6,283,597	-1.77%	-0.35%
	Capital Group	7,195,285	7,223,487	7,217,616	7,615,287	8,033,358	-2.60%	-1.86%
	Total	12,104,460	12,281,656	12,155,240	12,557,477	14,316,955	-2.23%	-1.20%
<i>Benchmark: Bloomberg Barclays US Aggregate Bond Index:</i>							-3.23%	-1.21%
Managed Investments	City National	5,708,612	5,965,858	5,906,481	5,975,764	7,479,510	-2.04%	1.63%
	Capital Group	10,897,204	11,231,691	11,699,427	12,385,614	12,689,811	-3.27%	1.89%
	Total	16,605,816	17,197,549	17,605,908	18,361,378	20,169,321	-2.81%	1.80%
<i>Asset-weighted Average Benchmark Return:</i>							-3.31%	2.24%
Cash & Cash Equiv.	City National	3,289,326	3,108,893	3,139,981	3,239,016	3,633,460	1.22%	3.46%
	Capital Group	2,667,572	2,721,014	2,755,882	3,740,813	4,038,611	1.24%	3.48%
	Total	5,956,898	5,829,907	5,895,863	6,979,829	7,672,071	1.23%	3.47%
Total Portfolio	City National	8,997,938	9,074,751	9,046,462	9,214,780	11,112,970	-0.97%	2.23%
	Capital Group	13,564,776	13,952,705	14,455,309	16,126,427	16,728,422	-2.18%	2.28%
	Total	22,562,714	23,027,456	23,501,771	25,341,207	27,841,392	-1.70%	2.26%

Quarter Ending 9/30/2023

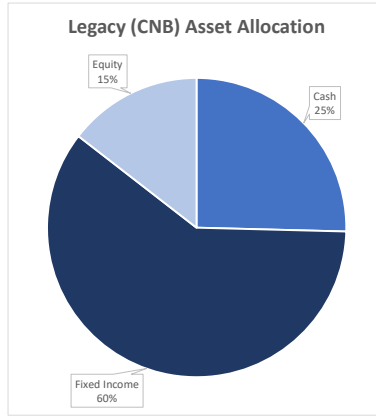


Quarter Ending **9/30/2023**

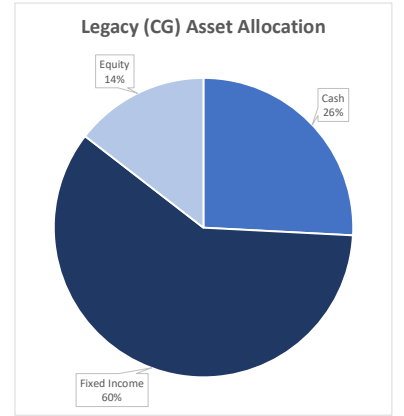
Holdings	Current Value	Allocation
Cash	\$ 7,672,071	28%
Fixed Income	\$ 14,316,955	51%
Equity	\$ 5,852,366	21%
Total	\$ 27,841,392	100%



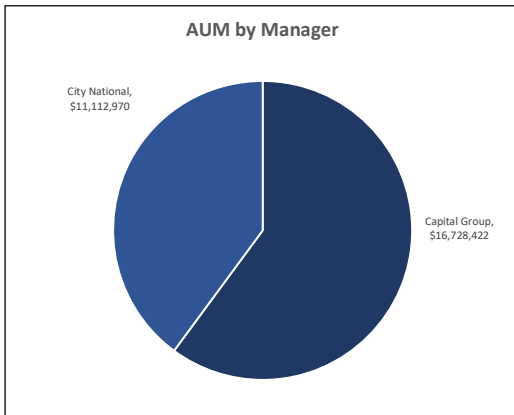
Legacy (CNB)		
Holdings	Current Value	Allocation
Cash	\$ 2,092,476	25%
Fixed Income	\$ 4,945,595	60%
Equity	\$ 1,195,913	15%
Total	\$ 8,233,984	100%



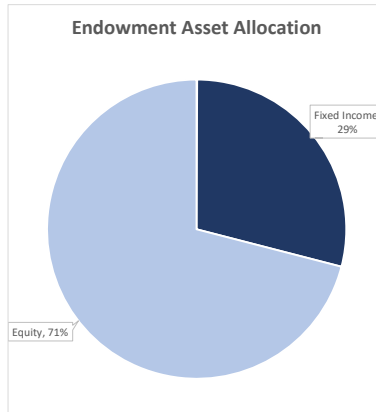
Legacy (CG)		
Holdings	Current Value	Allocation
Cash	\$ 2,094,408	26%
Fixed Income	\$ 4,835,869	60%
Equity	\$ 1,177,718	15%
Total	\$ 8,107,995	100%



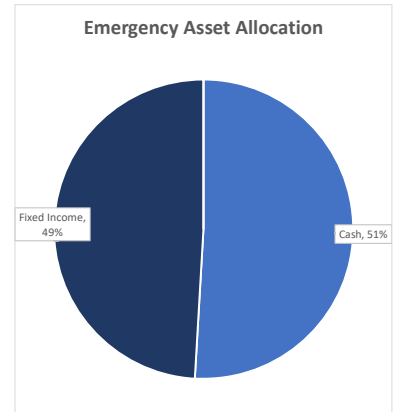
Holdings	Current Value	Allocation
Capital Group	\$ 16,728,422	60%
City National	\$ 11,112,970	40%
Total	\$ 27,841,392	100%



Yosemite Conservancy Endowment		
Holdings	Current Value	Allocation
Cash	\$ 962	0%
Fixed Income	\$ 565,091	29%
Equity	\$ 1,383,008	71%
Total	\$ 1,949,061	100%

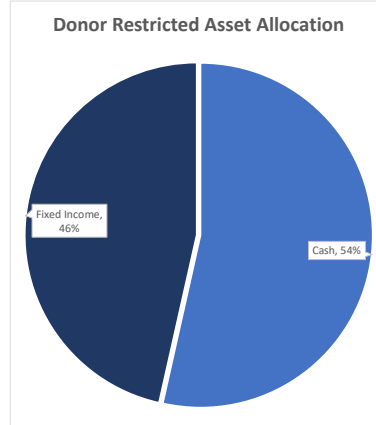


Emergency		
Holdings	Current Value	Allocation
Cash	\$ 1,891,323	51%
Fixed Income	\$ 1,822,071	49%
Equity	\$ -	0%
Total	\$ 3,713,394	100%

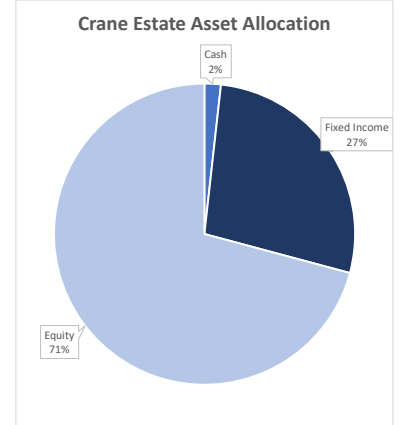


Holdings	Current Value	Allocation
Cash	\$ 7,672,071	27.6%
CNB Core Equity	\$ 1,195,913	4.3%
CNB Core Fixed Income Taxable	\$ 6,283,597	22.6%
Intermediate Bond Fund of America	\$ 1,813,499	6.5%
U.S. Government Securities Fund	\$ 1,379,924	5.0%
PCS Capital Group U.S. Equity Fund	\$ 1,358,294	4.9%
American Funds International Vantage Fund	\$ 644,586	2.3%
Ammerican Mutual Fund	\$ 201,679	0.7%
Growth Fund of America	\$ 674,986	2.4%
SMALLCAP World Fund	\$ 199,550	0.7%
New World Fund	\$ 67,959	0.2%
American Funds Global Insight Fund	\$ 755,621	2.7%
New Perspective Fund	\$ 623,104	2.2%
Capital Group Core Bond Fund	\$ 4,702,168	16.9%
American High Income Trust	\$ 137,767	0.5%
American Funds Developing World Growth and Income	\$ 130,674	0.5%
Total	\$ 27,841,392	100%

Donor Restricted		
Holdings	Current Value	Allocation
Cash	\$ 1,540,984	54%
Fixed Income	\$ 1,338,002	46%
Equity	\$ -	0%
Total	\$ 2,878,986	100%



Crane Estate Endowment		
Holdings	Current Value	Allocation
Cash	\$ 51,918	2%
Fixed Income	\$ 810,327	27%
Equity	\$ 2,095,727	71%
Total	\$ 2,957,972	100%



Quarter Ending	9/30/2023
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Performance		Portfolio		Benchmark	
Fund	Manager	Current Value	Year-to Date	Year-to-Date	Since Inception
Legacy	Capital Group	\$8,107,995	0.21%	2.08%	n/a
Legacy	City National Bank	\$8,233,984	2.03%	2.05%	n/a
Endowment	Capital Group	\$1,949,061	4.37%	6.03%	n/a
Emergency	Capital Group	\$3,713,394	1.47%	1.87%	n/a
Donor Restricted	City National Bank	\$2,878,986	2.80%	1.28%	n/a
Crane Estate	Capital Group	\$2,957,972	7.65%	7.29%	n/a

SPECIAL COUNCIL MEETING MINUTES

Thursday, November 30, 2023

1:00 PM -1:30 PM PT

ZOOM

Council Members Present: Matt Adams, Michael Adams, Blerina Aliaj, Gretchen Augustyn, Diane Ciesinski, Steve Ciesinski, Jessica Clark Chen, Craig Cooper, Kira Cooper, Hal Cranston, Carol Diaz, Manny Diaz, John Dorman, Dana Dornsife, Jewell Engstrom, Bob Engstrom, Bill Floyd, Bob Hanson, Suzy Hanson, Christy Holloway, Christina Hurn, Erin Lager, Jeff Lager, Joseph Miller, Robyn Miller, Phil Pillsbury, Sharon Pillsbury, Gisele Rankin, Lawson Rankin, Skip Rhodes, Alain Rodriguez, Dave Rossetti, Juan Sánchez Muñoz, Greg Stanger, Ann Sundby, George Sundby, Assad Waathiq, Cliff Walker

Council Members Absent: Hollis Adams, Jeanne Adams, Zenaida Aguirre-Muñoz, Jill Appenzeller, Jenny Augustyn, Jan Avent, Vicki Baker, Karen Bals, Darwin Chen, Leslie Dorman, Dave Dornsife, Kathy Fairbanks, Bernie Fischbach, Sandy Fischbach, Cynthia Floyd, Jim Freedman, Bonnie Gregory, Rusty Gregory, Laura Hattendorf, Christy Holloway, Chuck Holloway, Mitsu Iwasaki, Karine Joret, Andrew Kau, Erin Lager, Jeff Lager, Bob Lind, Melody Lind, Steve Lockhart, Patsy Marshall, Tim Marshall, Ali Meghdadi, Dan Miks, Kirsten Miks, Kate Myers, Ryan Myers, Bill Reller, Pam Rempt, Rod Rempt, Mark Robinson, Stephanie Robinson, Alexis Waathiq, Wally Wallner, Helen Witter, Scott Witter

Yosemite Conservancy Staff: Frank Dean, Katie Duston

Steve Ciesinski called the meeting to order at 1:00 pm.

ACTION ITEMS

Board Chair Report – Steve Ciesinski started the meeting with thanking the Governance committee for getting together and determining the 2024 Board slate. Mr. Ciesinski shared his Zoom screen showing the proposed 2024 Board slate which consisted of the following 19 members:

Matt Adams
Jan Avent
Jessica Chen (new)
Steve Ciesinski
Carol Diaz (new)
Dana Dornsife
Dave Dornsife
Jewell Engstrom
Robyn Miller
Juan Sánchez Muñoz

Ryan Myers
Phil Pillsbury
Lawson Rankin
Rod Rempt
Alain Rodriguez
Dave Rossetti
Greg Stanger
Ann Sundby
Scott Witter

Mr. Ciesinski provided background on council members Jessica Clark Chen and Carol Diaz who have been dedicated and active in the Engagement Task Force and Governance Committee, respectively. Jessica Clark Chen and Carol Diaz are the two new Board nominees.

Mr. Ciesinski noted that final recommendations from the Engagement Task Force will be presented at the December Board Meeting by Robyn Miller, Task Force chair. The recommendations are based on the results of the breakout sessions and email responses following the October council meeting.

Approval of Council to Elect 2024 Board Members

A motion was duly made and seconded to approve the 2024 Board Slate. The Council unanimously approved the motion.

President Report – Frank Dean updated the Council about the annual questionnaire. The Committee choices are being updated, as well as a Skills Matrix which will be distributed to candidates. Committee membership rosters will be finalized in the beginning of the new year. Mr. Dean touched on park updates sharing that Tioga Road is closed due to snow for the winter season, The Ahwahnee dining room will be back open in early January, and the Park Service will be announcing mid-December that they will conduct another year of data reservations pilot program for 2024. The estimation of final approval of the Reservation program is about 18 months. Mr. Dean shared that our Conservancy’s Welcome Center is now open and is our second-best performing store and our Centennial Fundraising Campaign has reached a 5-million-dollar mark as of this time.

Meeting adjourned at 1:18 PM.

Submitted by
Katie Duston



Proposed 2024 Board of Trustees

OFFICERS

CHAIR Steve Ciesinski
VICE CHAIR Dana Dornsife
SECRETARY Robyn Miller
TREASURER Jewell Engstrom
PRESIDENT Frank Dean

BOARD MEMBERS (19 members)

Matt Adams
Jan Avent
Jessica Chen +
Steve Ciesinski
Carol Diaz +
Dana Dornsife
Dave Dornsife
Jewell Engstrom
Robyn Miller
Juan Sánchez Muñoz
Ryan Myers
Phil Pillsbury
Lawson Rankin
Rod Rempt
Alain Rodriguez
Dave Rossetti
Greg Stanger
Ann Sundby
Scott Witter

Trustees Emeriti are invited to attend all Board of Trustees meetings, non-voting.

Bob Bennitt
John Dorman
Leslie Dorman
Bill Floyd
Sam Livermore
Dick Otter

+ New in 2024

The Board "shall be composed of the President of the Foundation serving Ex Officio and not less than a minimum of thirteen (13) nor more than a maximum of twenty-five (25) elected individuals known as Trustees."

2023 GRANTS HIGHLIGHTS for the BOARD - December 13, 2023

As I write this, the restroom at **Bridalveil Fall** parking area is passing its final water pressure and HVAC tests, and the chain link fence and years-old “Area Closed” signs will be taken down. In time for the holiday the site will be completely open to visitors. What an accomplishment!

Our thanks to landscape architect and project manager, Brad Lewis, who has doggedly seen this project through to completion. He retires Friday December 15th, the same week the site opens to the public. It’s a handsome structure to complement the beauty of the Bridalveil Fall area.



The newly completed **Yosemite Exploration Center** is undergoing final tweaks and a deep clean to open to the public before the holidays.



Do you recognize the interior bones of the Valley Visitor Center?

The space underwent a complete remodel to be reborn as the Yosemite Exploration Center.

Dubbed 'Yosemite Now', the exhibit focuses on grabbing visitors' attention, piquing their curiosity, and encouraging them to step outside and connect with both the grandeur and minutiae of Yosemite.

2D images and 3D objects are incorporated to promote questions, interest and understanding of the natural laboratory that Yosemite has long provided to the world of science and conservation.

Historical methods of research and scientific investigation are featured, such as old microscopes and snowshoes used on snow surveys in the 1980's.



Yosemite Conservancy's retail staff will manage the space and welcome visitors to "interpretive retail" displays and interactive exhibits.

Visitors are encouraged to inquire about Conservancy-led programs, such as art classes, Outdoor Adventures, and volunteer opportunities.

Self-discovery projecting microscopes, at right, allow visitors to investigate natural items like fish otoliths, sap resin, milkweed seed pods, and insect carapaces.

This area will be further curated and managed cooperatively by the NPS and our retail and naturalist teams.



The table and drawers pictured at right on the 'Be Curious' table are filled with wildlife specimens, research tools, and scientific monitoring equipment like eDNA sampling kits, old bear tags, bat skeletons, preserved yellow-legged frogs, western pond turtle shells, and reproductions of bird eggs.

Visitors are encouraged to open drawers and either see items stored beneath plexiglass, or physically touch and investigate items directly.



Trilons mounted on the Be Curious table, below, spin to provide three faces of information about current research in the park.



In-park giving will be easy for inspired visitors through a credit card swipe machine.

Yosemite Village Wayfinding

Thirty-seven new wayfinding panels were updated to reflect changes to Yosemite Village.

Note the directions to the new Exploration Center and Welcome Center.

It's worth mentioning that these were installed by the park's new exhibit specialist, her 9-year-old daughter, and 8-month pregnant Katie Coit. These three wielded drills and dragged a wagon through the village to replace each sign on a chilly November day.



This grant will cover a new building identifier on the front face of the Exploration Center that matches the original historic sign.

Surveying Yosemite's Mountain Lion Population



Yosemite Conservancy-funded research into the population dynamics, habitat use, and movement patterns of individual lions was summarized and published in June 2023 in the journal *Ecosphere*. This work employed specially trained scat sniffing dogs, wildlife biologists from Humboldt State and geneticists at UC Davis. All research was conducted without bothering a single lion using infrared cameras and the scat collected by the dogs. Here's a link to the article: <https://esajournals.onlinelibrary.wiley.com/doi/full/10.1002/ecs2.4634>.



Received: 2 June 2023 | Accepted: 29 June 2023
DOI: 10.1002/ecs2.4634

ARTICLE

Methods, Tools, and Technologies

ECOSPHERE
AN ESA OPEN ACCESS JOURNAL

An integrated spatial capture–recapture approach reveals the distribution of a cryptic carnivore in a protected area

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Jennifer Hartman³ | Breeanne K. Jackson^{2,4} | Heather Mackey² |
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³Rogue Detection Teams, Rice, Washington, USA

Abstract

Quantifying animal abundance, density, and distributions affords the opportunity to understand the effects of landscape structure and change on species of conservation interest, but estimating these parameters can be difficult for rare and cryptic species. Noninvasive sampling methods, such as remote cameras or scat DNA,

Horses from the Heart - A few, featured fillies from this this summer's herd:

From Clif Walker, Yosemite Wrangler

Dear Friends & Partners,

What a year. I took the skis out of my ranger vehicle in August, and I could have kept skiing. It was perhaps the most snow in recorded history. The impacts of that were wide ranging, however one of the benefits was incredibly lush and nutritious grass for our animals on their winter pasture land. Once gathered and trailered back up to their summer home here in Yosemite Valley, there was a lot of work to do. Trails in some places had been completely destroyed, trees down by the dozens. This work has to be done with the use of horses and mules, many of which are here thanks to you.

The amount of snow in the high country limited our access to much of the park in spring and early summer. However, as soon as those trails melted out, it was full speed ahead. Ears bobbing down the trail, saws humming and rock bars prying.

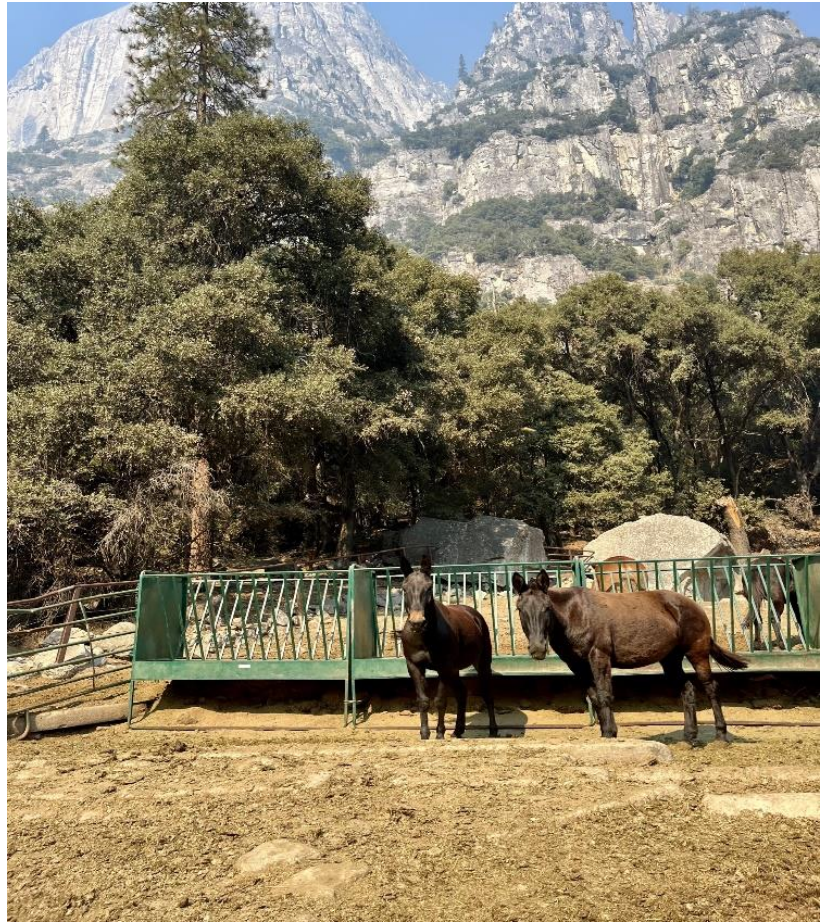
While the packers and other barn staff continued to work here in Yosemite, I, and a handful of rangers both from Yosemite and Point Reyes were privileged to travel to Norco, California and attend the Western States Mountain Officers Association annual week-long training. Incredible connections were made, skills developed, experiences shared, and a little bit of fun along the way.



With the large number of animals in our herd, it would be impossible to intimately introduce all of them. So today, I would like to spotlight a couple of animals new to the herd, thanks to the generosity of Yosemite Conservancy.

Meet Andy (at left)! We were very lucky to find Andy in Oregon and bring him home to Yosemite. At almost 17 hands, Andy is a gentle giant with enormous feet. Those large feet of his make for a solid mount in our rugged terrain. Andy is a Percheron cross and is already proven to be very calm and confident working in busy areas. We are very excited to have Andy in our herd, and we think he will be a great patrol horse for a long time to come.

Fresh off a long journey from New Mexico, have a look at these two cute mules (at right). At just six and seven, they are likely to have a long career in Yosemite. These mules were started as a driving team pulling a wagon. The bond that occurs between two animals that spend so much time in close proximity and working together is really something special. They are rarely more than a few feet apart in the corral and even walk to the water trough stride in stride. Having just recently arrived, these two mules haven't earned their prestigious names yet – but soon enough!



As always, I would like to extend my sincere thank you for your generosity in supporting this historic and important program in Yosemite National Park. I am proud to say that our team is thriving, with younger, healthier animals. The number of visitors that have interacted with horses, mules, and rangers this summer is approaching 10,000. We have conducted more horse/mule search and rescue missions this summer than I recall in my 15 years here in Yosemite. As we move towards taking the animals to pasture for their well-deserved winter off, we are already making plans for next summer

In gratitude, Clif

Annual Aid-to-NPS Plan for Yosemite Conservancy and Yosemite National Park January 2024-December 2024

Background and Objective

This Annual Aid-to-NPS Plan lays out the ways in which financial donations from the Cooperating Association (a.k.a. Aid-to-NPS) will be used to support the interpretation, education, and research activities of the National Park Service for a specific year. This plan was developed by the park, Yosemite National Park in consultation with their partner, Yosemite Conservancy for the fiscal year beginning January 1, 2024- December 31, 2024.

These parties have entered into a standard Cooperating Association Agreement in which 1) the Association agrees to determine the level of aid to the Service in consultation with the NPS based upon the nature and extent of the Association's activities and the needs of the Service, and has the right to decline aid requests that are inappropriate to its mission. and 2) the NPS agrees to approve all donations, or planned series of donations, of money and/or in-kind goods or services in accordance with Director's Order 21.

The Cooperating Association is incorporated as a nonprofit organization with a stated purpose consistent with providing support and assistance to the interpretive, educational, and research activities of the Service and provides interpretive and educational materials to the visiting public.

An Association makes donations to the NPS according to its stated purpose and in conformance with NPS policy. The acceptance of donations by the NPS is authorized by the Act of June 5, 1920 (41 Stat. 917; 54 USC 101101). These funds are generated by the Cooperating Association mainly through sales of interpretive materials in the retail park bookstore(s), but may also include membership income, grants, audio tour sales, increases to assets held on behalf of the NPS, and other revenue. Although direct financial aid to the NPS is not the primary purpose of the partnership, it is an important contribution to Interpretation and Education programs in parks throughout the NPS.

Introduction

The Yosemite Conservancy is the official nonprofit philanthropic partner of the National Park Service (NPS) at Yosemite National Park. At its start in the 1920s, the Yosemite Museum Association formed to help build a museum in Yosemite National Park. That association, the first nonprofit partner in the National Park System, evolved over decades and strengthened its partnership with the park — now, it lives on as Yosemite Conservancy. With support from donors, Yosemite Conservancy helps people connect with the park, including through adventures, art, theater and books, and we fund restoration, research, wildlife management, visitor education and more.

Partner Mission Statement

Yosemite Conservancy Mission and Vision: We're passionate about Yosemite — and about helping people connect with, learn about and take care of the park.

Our mission: We inspire people to support projects and programs that preserve Yosemite and enrich the visitor experience for all.

Our vision: Ensuring Yosemite's grandeur through the ages.

Timing

This work plan is for the calendar year, January 1-December 31. This allows for transparency in the Associations through routine communications that occurs through NPS participation in Yosemite Conservancy board meetings, finance committee meetings, development committee meetings, and other board committees.

Interpretation and Education Activities						
Description (What project, service, or item will be funded with the Aid?)	Support Explanation How will the item support Interpretation, Education, or Research activities of the NPS?	NPS Role (e.g., hire seasonal employee, deliver program)	Partner Role (e.g., purchase item, donate funding directly to the NPS)	Association Donated Amount	Contacts	Notes
Junior Ranger Program Books	Jr. Ranger program provides an opportunity to connect more deeply to Yosemite's resources through immersive experience and informal education. Children learn through a variety of self-directed activities. A range of options are available to appeal to a broad audience.	Park staff offer J. Ranger opportunities through visitor center contacts and formal programs. Books are provided free of charge. Badges are earned through completion of book and/or attendance of a Jr. Ranger program.	Cost of badges and booklets will be paid to vendors directly by the Conservancy.	\$34,000	Sharon Miyako, Field Operations Branch Chief	
Wawona Stagecoach Program - maintain horses and coach	The stagecoach program is part of the park's living history interpretation program.	Park hires a stagecoach driver and provides stagecoach rides and interpretation for the visiting public.	Conservancy will retain the funds and pay incidental needs for this program directly to vendors - hay for horses, vet bills, stagecoach maintenance, winter pasture for horses.	\$8,000	Jill Connors, Wawona District Supervisor	
Bear Safety and Food Storage information - NPS staffing	NPS position(s) will promote bear safety and share food storage information with the public, an important interpretation message and goal of the park. The positions would also help manage the wilderness bear cannister rental and food storage program.	Hire and supervise temporary NPS employee(s). Use donation account for salary. Provide visitor information and manage bear cannister rentals.	Conservancy will donate funds to the park to cover the salary for bear safety and food storage position(s) and assist park with coordination of bear canister rental program and replacement cannisters needed.	\$27,500	Elissa Kretch, Wilderness 209-372-0501	
			TOTAL	\$69,500		
Interpretation and Education Training and Development						

Description (What project, service, or item will be funded with the Aid?)	Support Explanation How will the item support Interpretation, Education, or Research activities of the NPS?	NPS Role (e.g., hire seasonal employee, deliver program)	Partner Role (e.g., purchase item, donate funding directly to the NPS)	Association Donated Amount	Contacts	Notes
Support Training Costs for NPS Interpretive Staff	Allow support further education of staff through training and strengthen the 21 st Century/Audience-Centered-Experience skillset of IE staff to effectively interpret to park audiences.	Send relevant Division of Interpretation and Education staff to conferences for presentations. Park will complete travel authorizations and cover M&IE through concur. Travelers will follow ethics rules for accepting non-federal funds for travel.	Funding will be donated directly to the NPS and expended by NPS employees through concur and associated training costs as appropriate.	\$7,000	Chief of Interpretation and Education	
			TOTAL	\$7,000		
Interpretation and Education Interns and Volunteers						
Description (What project, service, or item will be funded with the Aid?)	Support Explanation How will the item support Interpretation, Education, or Research activities of the NPS?	NPS Role (e.g. hire seasonal employee, deliver program)	Partner Role (e.g. purchase item, donate funding directly to the NPS)	Association Donated Amount	Contacts	Notes
VIP Appreciation and Recognition	VIP recognition supports and expresses appreciation for the I&E contributions of YOSE VIP's.	Host volunteer appreciation events. Procure supplies for recognition gifts in accordance with RM-7.	Provide refreshments at volunteer appreciation events. Park partner will retain these funds and procure refreshments directly.	\$1,000	Sally Martinez, 209-379-1855	
			TOTAL	\$1,000		
Research						
Description (What project, service, or item will be funded with the Aid?)	Support Explanation How will the item support Interpretation, Education, or Research activities of the NPS?	NPS Role (e.g., hire seasonal employee, deliver program)	Partner Role (e.g., purchase item, donate funding directly to the NPS)	Association Donated Amount	Contacts	Notes

Support NPS staff at science conferences and staff trainings	Allow for higher visibility of Yosemite's science and research activities and support further education of staff through training.	Send relevant scientific staff to conferences for presentations. Park will complete travel authorizations and cover M&IE. Travelers will follow ethics rules for accepting non-federal funds for travel.	Conservancy will retain the funds and procure travel services directly as needed.		Nicole Athearn, 209.379.1219		
				\$7,000			
TOTAL				\$7,000			

Free and Pre-Publications

Description (What project, service, or item will be funded with the Aid?)	Support Explanation How will the item support Interpretation, Education, or Research activities of the NPS?	NPS Role (e.g. hire seasonal employee, deliver program)	Partner Role (e.g. purchase item, donate funding directly to the NPS)	Association Donated Amount	Contacts	Notes	
TOTAL				\$0			

Interpretive Media and Facilities

Description (What project, service, or item will be funded with the Aid?)	Support Explanation How will the item support Interpretation, Education, or Research activities of the NPS?	NPS Role (e.g. hire seasonal employee, deliver program)	Partner Role (e.g. purchase item, donate funding directly to the NPS)	Association Donated Amount	Contacts	Notes	

				TOTAL	\$0		
Enter More Here							
Description (What project, service, or item will be funded with the Aid?)	Support Explanation How will the item support Interpretation, Education, or Research activities of the NPS?	NPS Role (e.g. hire seasonal employee, deliver program)	Partner Role (e.g. purchase item, donate funding directly to the NPS)	Association Donated Amount	Contacts	Notes	
Honorariums and travel costs for Tribal Representatives contributing to Yosemite Interpretive Projects	This funding will pay for tribal representatives' travel costs, per diem, and honorarium when in the park for meetings and time invested in interpretation projects (exhibits, waysides, media projects, etc.)	NPS will host meetings and coordinate Tribal Representative for feedback and contributions to interpretation projects.	Conservancy will retain the funds and provide reimbursements and Honorariums directly to tribal representatives.	\$15,000	Chief of Interpretation and Education		
				TOTAL	\$15,000		
Enter More Here							
				2024 PLAN TOTAL	\$99,500		

Digital Signatures

(Required Section) This Annual Aid-to-NPS Plan may be updated as necessary. Updates must be signed by the park superintendent and reviewed/approved by the regional office. Superintendent signs first, then sends to the regional director or designee for final approval. By signing this plan, the superintendent certifies that the plan has also been reviewed and discussed with the cooperating association partner.

X

Superintendent

X

Regional Director or Designee

2024 Yosemite Conservancy Recommended Grants

Project Title	2024 Annual Grants Recommended Funding	Recommended Centennial Campaign Funding	TOTAL 2024 NPS Request
TOTALS: \$ 7,138,582 \$ 2,322,184 \$ 11,328,933			
Centennial Campaign Projects			
Half Dome Corridor		\$ 1,587,612	\$ 1,587,612
Protecting Sequoias		\$ 406,814	\$ 406,814
Wahhoga Village-Building Design & Engineering		\$ 327,758	\$ 327,758
2024 Recommended Annual Grants			
CCC- Merced Watershed	\$ 363,090		\$ 278,434
Legendary Valley Trails	\$ 436,513		\$ 369,313
Valley Flooding and Drainage Study	\$ 542,495		\$ 542,495
Ackerson Meadow: Completion Restoration	\$ 408,415		\$ 408,415
Imperiled Carnivores: Fishers and Red Foxes	\$ 236,897		\$ 288,505
Replace Damaged Exhibits in Exploration Center	\$ 275,806		\$ 275,806
Stream Restoration to Protect Giant Sequoias	\$ 232,227		\$ 232,227
Yosemite Leadership Program/WEC	\$ 214,794		\$ 214,794
Preserving Amphibians and Aquatic Wildlife	\$ 213,224		\$ 213,224
Keep it Wild	\$ 235,000		\$ 280,302
Curry Gateway Restoration	\$ 208,407		\$ 208,407
Spotted Owl Response to Changing Fire Landscape	\$ 205,926		\$ 205,926
Preserving Bighorns, Peregrines, Songbirds	\$ 201,209		\$ 201,209
Climbing Stewardship	\$ 194,204		\$ 194,204
Restoring Fire in Black Oak Groves	\$ 142,429		\$ 175,173
Tribal Priorities	\$ 165,892		\$ 165,892
Junior Ranger Program	\$ 157,390		\$ 157,390
Great Gray Owl Protection	\$ 142,252		\$ 142,252
Tribal Plant Gathering Agreement EA	\$ 128,769		\$ 134,438
Puppy Dome Meadow Restoration	\$ 131,933		\$ 131,933
Big Wall Bats and White-Nose Syndrome	\$ 118,871		\$ 118,871
Pollinator Hotshots	\$ 116,000		\$ 116,000
Ask A Climber	\$ 113,006		\$ 113,006
Protect Tuolumne Meadows	\$ 110,616		\$ 110,616
Sustained RMS Support	\$ 210,559		\$ 103,215
Revitalizing the Glacier Point Geology Hut	\$ 106,918		\$ 106,918
Visitor Use Monitoring to Preserve Resources	\$ 101,502		\$ 101,502
Protecting Pate Valley: Cultural Fuel Treatments	\$ 97,971		\$ 97,971
Adventure Risk Challenge	\$ 80,000		\$ 80,000
Science Strategy (Year 3)	\$ 75,696		\$ 75,696
PSAR	\$ 69,616		\$ 69,616
Wildlink	\$ 69,094		\$ 69,094
Village Landscape Improvements	\$ 68,448		\$ 68,448
Culture Connections Event Series	\$ 65,825		\$ 65,825
Workforce DEIA	\$ 62,483		\$ 62,483

2024 Yosemite Conservancy Recommended Grants

Project Title	2024 Annual Grants Recommended Funding	Recommended Centennial Campaign Funding	TOTAL 2024 NPS Request
Bike Share	\$ 55,900		\$ 55,900
Tribal Internships in Resource Careers	\$ 41,900		\$ 55,004
Alpine Plants in a Changing Climate	\$ 54,478		\$ 54,478
United in Yosemite	\$ 53,949		\$ 53,949
Valley Picnic area - Scope and Accessibility Study	\$ 51,690		\$ 51,690
Repair Interpretive Bases and Waysides	\$ 51,428		\$ 51,428
Monitoring the Momentous	\$ 49,835		\$ 49,835
Resources Stewardship Volunteer Coordinator	\$ 45,711		\$ 45,711
Cultural Demonstration Video for Museum	\$ 44,100		\$ 44,100
Yosemite Nature Notes	\$ 42,180		\$ 42,180
Horses at the Heart	\$ 41,600		\$ 41,600
Geoportal	\$ 31,118		\$ 31,118
Parks in Focus	\$ 30,744		\$ 30,744
Yosemite Mental Health & Wellness	\$ 25,000		\$ 25,000
Predicting the Next Beetle Attack	\$ 19,240		\$ 19,240
Retention Through Connection	\$ 11,232		\$ 11,232
Veterans Education and Leadership Seminar	\$ 10,400		\$ 10,400
Vehicle Management Systems Pilot	\$ 174,600		\$ 174,600
TOTALS: \$ 7,138,582			\$ 2,322,184
TOTAL RECOMMENDED 2024 FUNDING			\$ 9,460,766



Marketing and Communications Committee Status Report to the Board of Trustees – Dec 2023

OPERATIONS

- **Departures:** Megan Orpwood-Russell, Director of Communications, will be leaving the Conservancy just before the holiday break. Meg joined the team in March 2020 and has been an essential thought partner and critical contributor to our team – leading our magazine work (including visual refresh and writing many engaging long-form articles), updates to our visual and written brand guides, managing our website, and much more. She'll be returning to the UK to lead communications for the UK's national parks.
- **DAM switch:** We are in the process of transitioning our digital asset management tool from WebDam to [Canto](#). We are finishing onboarding and rolling out org wide to use in mid-January 2024. Official switch will be late-Jan 2024. *Led by Marketing Coordinator Josh Byrd*

DIGITAL

Email

- **Marketing emails:** Our marketing emails on average garner a 40% open rate with list sizes over 70k+ and roughly a 2% unique click-through rate. With our HubSpot transition next calendar year, Nesrine is working on expanding our collection of welcome series' and onboarding journeys, and tailoring the content of our emails based on user interest. *Led by Sr. Digital Marketing Manager Nesrine Majzoub*

Web

- **Program schedule uploads:** 2024 season schedules for [Outdoor Adventures](#) and [Art Programs](#) are now up on our website. This is a significant annual project that takes 150 to 200+ hours of staff work (just from my team — even more hours from the OA/art teams) in copyediting, photo editing, SEO/ tagging, etc., in addition to uploading each individual class, adventure, etc. *Led by Marketing Coordinator Josh Byrd*

Social

Led by Digital Marketing Coordinator Heather van der Grinten.

- **Centennial stories:** We're highlighting stories from our centennial storytelling initiative and have been posting them on our social channels every Wednesday since November (so far: [Raj Patel](#), [Michele Stivers](#), [Gabriel and Ashley Arcoleo](#), [Linda Wurstner](#), and [Sang Nguyen](#)). The campaign will continue into the new year and has received lots of positive energy. It's also driving traffic to the [Yosemite Stories webpage](#), where time spent on the page/engagement is significantly higher than other pages.
- **Influencers:** On October 10, the Conservancy featured our first [influencer reel with Angela Rodriguez](#) showing off art classes at Happy Isles Art and Nature Center. Between Instagram and TikTok, the video reached nearly 25k viewers. There was excellent engagement in the comments on both platforms. We're working to bring Angela back for another Conservancy program in 2024.
- **TikTok:** Beginning with zero on January 1, 2023, [Yosemite Conservancy's TikTok channel](#) has grown to 641 followers and continues to grow with every weekly post.
- **Mule Day:** This year's social posts focused on informing the public about backcountry utility mules with great success! These videos ([1](#), [2](#), [3](#), [4](#)) highlight the donor-funded Horses and Mules program in the park.

CONTENT

- **Magazine:** The [fall/winter 2023 magazine](#) mailed November 10, and should have been received by now. This issue includes articles on PSAR, protecting the Half Dome Corridor, a look at the United in Yosemite diverse climbing event, Chinese Laundry, and more. *Led by Director of Communications Megan Orpwood-Russell with operations support by Josh Byrd and copywriting support from Heather van der Grinten*

Providing for Yosemite's Future

CONSERVANCY VISITOR PROGRAMS 2024 Annual Plan

2023 SUMMARY

Again, **YC has reached more participants in 2023 than we ever have.** Our bookstores had over 130,000 transactions. Conservancy volunteers connected with over 472,000 visitors. Wilderness programs served over 65,000 people. Outdoor Adventures provided meaningful interpretive programs to over 23,000 participants. Art center reached over 4,000 people. **In 2023, we again achieved our highest revenue levels for the visitor education programs at over \$1.35M, up 8% from 2022,** which was our previous record year. Our retail operation was impacted by winter closures and late store openings, but we did have significant cost savings, mostly due to staffing shortages. We had budgeted to run all our in-park work at a -\$270K net negative but will come in closer to -\$30K net or better.

We are on target to meet our expected budget for staff housing, with 7 properties and 15 beds in our inventory. Most notably for 2023, water is flowing out of a tap on our land in Yosemite West, thanks to our 50gal/min well. It remains imperative the Conservancy continue to pursue staff housing options near Yosemite Valley where most employees work.

Our reach to over 700, 000 park visitors means around 17% of all visitors to Yosemite are contacted by a YC program. Our in-park programs team is comprised of over 55 employees at the height of summer. Our department leadership structure is as follows:

Outdoor Adventures: Director Kylie Chappell, Manager Ashley McComb Manager, Lead Naturalist Cory Goehring, 1 Seasonal Coordinator, 6 naturalists

Art Programs: Director Lora Spielman Director, Coordinator Cheyenne Sukalski, 2 seasonal support staff, 30 volunteer artist instructors

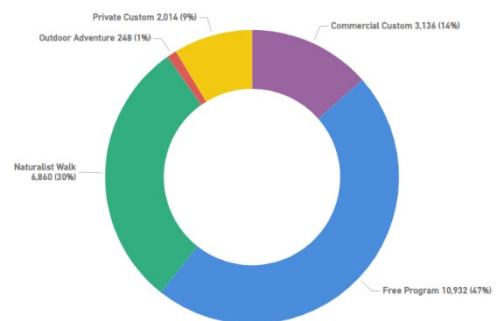
Volunteer Programs: Director Emily Brosk, Coordinator Alex Brown, Assistant Marika Tran, 450 summer volunteers.

Retail: Director Kira Bouchard, Manager Madison Smith, Inventory Manager Shelly Stephens, Warehouse Jack Davisson, 2 Store Supervisors, 3 Leads, 20 Seasonal Assistants

Wilderness: Director Shannon Hickey, Lead Courtney Johnson, Lead Justin Nolan, Assistant Sharon Eriksen, Assistant Isabella Hall

ADVENTURE PROGRAMS

Outdoor Adventures participation was up 54% from 2022 which was our busiest year on record. In 2023, we served over 23,000 program participants. We offered 950 programs, which is 10% more offerings than in 2022. These programs generated over \$430,000, successfully meeting our revenue goals for the year despite all the snow related setbacks. We expanded our free public offerings extensively, with naturalists offering pop up programming around the park, reaching over 11,000 people.



Adventure Programs 2024 Initiatives

Inspiring Dedication to Place

- 43 Outdoor Adventures
- 350 Customs- 180 Private, 170 Commercial
- 230 Naturalist Walks

Stronger More Resilient Yosemite

- Work with the Zero Landfill and Sustainability Coordinator to increase sustainability messaging to program participants.

Connecting Park & People

- Formalize field observations, mentorship, and feedback for naturalist staff with Lead Naturalist.
- Utilize naturalist staff to generate content for communications and marketing including video, blogs, website, publishing, science communication, and social media.
- Full time seasonal schedule for naturalists to professionalize commitment to field staff, produce content, ease scheduling of programs, and ensure growth of knowledge base for the park.
- Implement more free programming at the Yosemite Exploration Center, Happy Isles, and where visitors concentrate throughout the park.
- Offer 11 Yosemite Field School programs by working with NPS researchers and project managers.
- Expand evening programming with stargazing and naturalist walks.

Partnership & Impact

- Continue to foster relationships with underserved communities through Community Partnerships.
- YC Naturalist or management staff presence at all YC funded programming in the park to increase YC connection with grant funded program participants.
- Utilize Lead Naturalist to aid in science communication from resources and research to interpretive staff and educator community.
- Create a meaningful Naturalist Training at the start of the summer season with numerous NPS guest speakers who can give the Naturalists the latest research on current YC projects.
- Foster a stronger connection with NPS Interpretation Supervisors to ensure thoughtful programming in each district.
- Support exhibit maintenance and content enrichment for Yosemite Now with naturalist talent
- Produce engaging Yosemite Theater daytime content utilizing naturalist presenters.
- Utilize Naturalists to offer outreach programming to Central Valley learning partners.

Building Capacity

- Offer naturalist expertise and connection to all staff to increase authenticity of Conservancy staff understanding of Yosemite.

Culture & Diversity

- Create an avenue to apply for scholarships on Outdoor Adventure programs.
- Partner with two new organizations to help train the educational leaders of Central Valley community groups.
- Continue programming with Justice Outside Outdoor Education Institute
- Offer three free multi-day programs aimed at connecting underserved populations.
- Create and offer free open programming to reach a more diverse audience. Allow for 75% of participants the ability to join free or low-cost programming.

Financial Foundation

- Offset direct and indirect costs by 90% with earned revenue.
- Increase earned revenue program pricing to better support free programming growth. Outdoor Adventures 4%, Customs 14%, and Bus Tours 7%.

VOLUNTEER PROGRAMS

Visitor Information Assistants came in with an impressive 471,560 individual contacts across all locations and districts. We partnered with NPS Interpretive Rangers and specially trained a group of volunteers to work shoulder to shoulder with the rangers in the Valley Visitor Center. PSAR on the Mist Trail was another essential location for our volunteers as they delivered a safety message to almost 100,000 visitors. Our 132 Visitor Information Assistants contributed \$461,736 in labor value to the National Park Service.

Our workweeks delivered over \$151,110 in contributed labor with 198 volunteers giving over 4750 hours of work.

- 6 days of native seed collection in Ackerson Meadow
- 2 days of seed collection in Yosemite Valley meadows
- 4 days of conifer removal in Tuolumne Meadows
- 2 days of conifer removal Yosemite Valley
- 4 miles of trail maintenance in Mariposa Grove
- 5 miles of maintenance on Tamarack Trail
- Maintenance of full Tuolumne Grove loop
- 11 miles of maintenance on western Tioga trails (between Porcupine and White Wolf)
- 3 High country climbing access routes maintained
- 4 Yosemite Valley climbing access routes/descents maintained
- 1 Yosemite Valley parking lot restoration project

Volunteer Programs 2024 Initiatives

Inspiring Dedication to Place

- Add 4 new volunteer events specifically targeted toward affinity groups and their specific needs, combining programming from Outdoor Adventures and Art to supplement and expand on the Yosemite experience.
- Participate in priority projects parkwide for Vegetation & Ecological Restoration, Trails, Climbing, and Fire NPS crews, often simultaneously, while also collaborating with Wilderness and Wilderness Restoration crews for engaging presentations
- Implement additional Stewardship Weekends in collaboration with OA, allowing for a low-cost and shorter alternative to the catered Work Week structure.
- Host up to 200 Visitor Information Assistants to create meaningful connections for visitors.

Stronger More Resilient Yosemite

- Prioritize supporting projects with a basis of restoration and climate change mitigation.
- Add training component to Visitor Information Assistants that addresses visible effects of climate change in Yosemite and an elevated stewardship message, promoting that all visitors understand these effects and take an active stewardship role.
- Support the propane cylinder recycling program, residential composting, and all things zero-waste in each volunteer camp.

Connecting Park & People

- Engage volunteers by including in the off season using quarterly “insider” email updates and virtual meetings.
- Expand training on the deep value of stewardship of natural resources and the trade of restoration and maintenance during all YC programs, offering early-evening guest speakers in volunteer camp.

- Assist and provide quality visitor services from the new Welcome Center (inside and out) and reimagined Yosemite Exploration Center.

Partnership & Impact

- Continue early season walk-throughs of potential project sites to assist NPS with choosing priority Work Weeks
- Continue to share annual production metrics with NPS.
- Support NPS Interpretation and Education by filling gaps in their volunteer schedule
- Plan biannual check-ins with departments not yet using volunteers to explore possible gaps where volunteers may be of help.
- Consult representatives from local tribes to investigate if our volunteers and projects may directly support cultural heritage goals.
- Adapt and increase volunteer stations and locations to the changing needs of NPS and amplify the Conservancy brand.

Building Capacity

- Train volunteers in Conservancy messaging and volunteer recruiting/inspiration
- Improve application, registration, and payment structure in Volunteer Matters software for better tracking and data management.
- Outreach to participating volunteers for organization wide engagement, integrating volunteer data to our development team.
- Develop list of potential one-day stewardship events for large groups during staff gatherings
- Expand volunteer assistant role to 9 months to allow for increased capacity.

Culture & Diversity

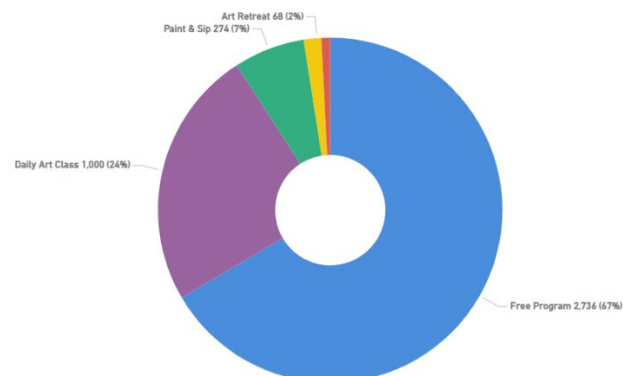
- Expand successful mentorship, scholarship, and discount program.
- Increase targeted recruitment efforts to diversify our volunteer pool, specifically reaching Black, Indigenous, & People of Color
- Promote volunteer gear/ride share to provide those in need with the necessary equipment to camp during their volunteer experience.
- Include DEI messaging in all volunteer orientation and training.
- Offer supplemental training opportunities such as Green Dot
- Include messaging and develop reasonable accommodations for volunteers or visitors with disabilities.

Financial Foundation

- Maintain accessible pricing for workweeks and stewardship weekends, including scholarships, while covering 100% of direct costs
- Recuperate all direct costs for Corporate Weekends
- Offer Work Week volunteers to assist in the Mist Trail and John Muir Trail corridor for the term of the centennial campaign and for maintenance in the years following.

ART PROGRAMS

Happy Isles Art and Nature Center welcomed over 60,000 visitors to the facility. Our 41st year of art programs was celebrated with our traditional Daily Art Classes, Kid’s Art Classes, Art Retreats, and Paint & Sip classes. There were many notable increases in visitor engagement this year, including a 48% increase in participation for Art Retreats (all of which were sold out with waitlists), a 20% increase in 4-hour Art Class participation, and 16% increase in Paint & Sip participation. Kid’s Art Classes became a fee-free program in



2023 and as a result, we saw a 190% increase in participation levels. A total of 1,376 visitors have participated in a fee-based, art class and 2,736 visitors have enjoyed a free, drop-in activity at Happy Isles this year, with a total reach of 4,112 participants in our offerings in 2023. This is an 8% increase in total program participation over 2022. This season was again a record year for program revenue, earning 131% of expected revenue with \$69,268 from class fees and supply rentals, with 310 programs offered.

Art Center 2024 Initiatives

Inspiring Dedication to Place

- 140 Daily Art Classes, over 28 weeks
- 18 Paint and Sip classes, over 18 weeks
- 7 Multi-Day Art Retreats
- 3 Backpack and Paint Retreats
- 112 Kids Art Classes, offered over 12 weeks
- 13 Custom Art Classes

Stronger More Resilient Yosemite

- Include environmental stewardship message in all class introductions.
- Ensure all materials are utilized in the field following LNT Principles
- Incorporate themes of climate change, fire ecology, and biodiversity into youth and family programming

Connecting Park & People

- Explore need-based scholarships to waive/reduce registration fees (increase registration in Daily Art Classes)
- Assess directional park information and develop resources that help visitors better way find to Happy Isles Art & Nature Center
- Explore virtual art programming opportunities, like an art subscription plan, that help visitors creatively connect to Yosemite from a distance.

Partnership & Impact

- Work with NPS to offer open studio experiences that support interpretive goals at Happy Isles Art and Nature Center
- Mentor UC Merced YLPSI intern, providing meaningful hands-on interpretive and educational opportunities during their internship.

Building Capacity

- Recruit seasonal art instructor to provide support to the coordinator as we continue to expand our reach with program participants.
- Explore more permanent “home” options for the Art Program, including more sustainable and efficient artist lodging.

Culture & Diversity

- Offer free art classes to Latino Outdoors Fresno via promo code so they can visit/participate, as their schedule allows.
- Explore collaborative opportunities with Justice Outside, providing free programming and park access.
- Provide staff support to foster diversity and inclusion within the workplace.
- Explore the idea of providing stipends for volunteer art instructors, to foster a more diverse set of instructors.

Financial Foundation

- Continue expanding free programs and activities for in-park visitors of all ages.

WILDERNESS PROGRAMS

Despite a record-breaking snow year and summer not reaching Yosemite’s high country until well into July, the Wilderness team have processed more than 52,000 wilderness permit reservations in 2023 amounting to \$661,000 in permit revenue and more than 114% of our projected annual revenue. With almost three decades of Yosemite experience in our small team of five, we have assisted over 11,000 visitors with general wilderness-related enquiries, helping more people navigate the complex permitting process and ever-changing wilderness conditions.

Wilderness Programs 2024 Initiatives

Inspiring Dedication to Place

- Provide trip planning resources and expert knowledge of the Yosemite Wilderness to well over 50,000 permit applicants.
- Implementing a reservation lottery for Ostrander Ski Hut to increase equitable access to the hut.

Stronger More Resilient Yosemite

- Provide strong LNT messaging to all backcountry travelers.
- Work with Zero Landfill & Sustainability Coordinator to provide Zero Landfill Initiative messaging across pre-trip planning platforms.
- Use fire closures and smoke impacts in the park as an opportunity for informal interpretation on climate change and fire ecology.
- Use the increasingly frequent “unprecedented” weather events and their impacts on Wilderness trip planning as an opportunity for informal interpretation on climate change.
- Abolish the use of single use plastic bag liners in rented bear canisters.

Connecting Park & People

- Provide opportunities for Wilderness Reservation Assistants to participate in NPS-led wilderness trainings.
- Provide opportunities for Wilderness Reservation Assistants to shadow YC naturalists on naturalist-led walks and Outdoor Adventures
- Provide park-partner access to wilderness permit reservations to increase wilderness access to historically underserved and underrepresented communities e.g., WildLink, UC Merced
- Provide wilderness information online and in person publications in English and Spanish
- Expand the written wilderness information into video format with closed captioning.

Partnership & Impact

- Continue to work alongside NPS Wilderness Education Rangers to issue permits, provide LNT education and wilderness information to Wilderness Users in the Yosemite Valley Wilderness Center
- Provide Conservancy wilderness staff to assist with large annual wilderness projects such as the Grand Canyon of the Tuolumne crosscut and clearing of ski trails.

Building Capacity

- Use pre-recorded phone messages to provide wilderness information to visitors on-hold during times of high call volumes.
- Continue to improve upon the new “Wilderness Hub” creating more trip planning resources with a focus on accessibility.
- Continue to support a hybrid and partially remote workforce to address the need for in-park housing.

Culture & Diversity

- Hold an annual wilderness team backpacking trip to foster connection of our hybrid workforce.
- Build schedule to ensure in-park staff are spending time front-facing in the Wilderness Center connecting with the public and their NPS counterparts.

- Identify and address barriers to wilderness access.

Financial Foundation

- Study how new permit fee model is impacting application rates and revenues and how this may or may not be impacted by a park entry reservation system.
- Examine the financial impact of different refund models for wilderness permits.

RETAIL

Yosemite Conservancy opened just 7 of its retail locations in 2023 due to high country closures. We did not hire our full suite of retail team members, with just 18 out of our usual 28 seasonal positions hired. Despite these setbacks, we had a strong performance with impressive sales. With an energetic retail staff, Yosemite Conservancy once again played a critical role in helping connect over 130,000 visitors and counting. Retail operations and sales were affected by several factors in 2023. Areas of the park were closed due to heavy snow, rockfall and flooding – with 23 days of closures for the Valley store operations in the winter and spring. Our per customer transaction spending is down 4% from last year. We will likely be down 15% from our revenue goal overall, but due to savings from low staffing levels, are likely to still net around \$200,000. In 2023, we were able to provide seasonal housing to all seasonal retail employees that needed it for the first time ever.

Retail 2024 Initiatives

Inspiring Dedication to Place

- Increase web store promotion opportunities, traffic, and total sales by an 8% increase.
- Fully staff all retail locations with and support visitor education opportunities
- Address workplace burnout through strategic seasonal staffing plan and appreciation events.
- Implement Merchandise Code of Conduct for all vendors to align with Plastic Free Parks.

A Stronger, More Resilient Yosemite

- Continue working towards the goal to eliminate single-use plastics from in-park store, e-commerce, and warehouse operations by 2027 and follow the Plastic Free Parks program.
- Help communicate the impact and importance of efforts being made to protect and conserve biodiversity in Yosemite through new interpretative retail products.

Connecting Park & People

- Provide retail staff Introduction in Interpretation training through Yosemite Now exhibit.
- Publish a series of Walking Guides that help interpret the cultural and natural history of Yosemite through diverse perspectives.
- Enrich the visitor experience by shifting the function of the Yosemite Exploration Center to the Yosemite Now exhibit and greater presence of interpretive retail products.

Partnership & Impact

- Increase sustainable product offerings with local businesses by 4%.
- Increase NPS and Yosemite Conservancy program awareness through Welcome Center and Yosemite Now Exhibits presentations and promotion.

Building Capacity

- Provide compelling dashboards and status reports that convey both qualitative and quantitative impact of the retail department and its employees.

Culture & Diversity

- Work with HR manager to evaluate hiring practices for seasonal employees and create policies that prioritize accessibility and equity.
- Support organizational goal to increase percentage of vendors who are women and/or people of color.
- Improve in-park organizational culture through interdepartmental collaboration, involvement, and team events.
- Financial Foundation
- Work with YC Development team to pursue innovative options for efficient in-park giving.
- Increase profit margins to fall in line with current market standards, while remaining accessible for visitors.
- Develop high-quality product collections to create an elevated shopping experience to separate from standard memento retail.
- Streamline and combine retail and publishing revenue for easier reporting and tracking.
- Support centennial campaign through development of appropriate retail products and packaging.

PUBLISHING

Yosemite Conservancy published 6 titles in 2023. Publishing sales were affected by many of the same the factors as our Retail operations. National publishing sales show a 4% decrease. Publishing revenue is down 20% to budget but will still end net positive for the year.

Yosemite Conservancy 2023 titles:

- Yosemite Icon: El Capitan; Spring 2023
- Yosemite Icon: Grizzly Giant; Spring 2023
- Hello, Meadow! Spring 2023
- Fire Shapes the World; Spring 2023
- Wildheart paperback; Spring 2023
- Yosemite Reflections 2024 calendar; Spring 2023

In 2024 Yosemite Conservancy will publish 4 new titles and increase the average cover price of our frontlist by \$2.83.

Yosemite Conservancy 2024 titles:

- Tasha’s Voice by Carmen Bogan & Floyd Cooper/Daria Peoples (trade pub 4/9/2024)
- Wild Sierra: A Family Nature Guide by Joanna Howes, Alexandra Bailey (trade pub 5/14/2024)
- Granite Dreams: Yosemite Note Cards by Rhiannon Klee (3/19/24)
- 2025 calendar with Robb Hirsch (trade pub July 2024)

IN PARK PROGRAMS LEADERSHIP

Our in-park programs administrative leadership will work to advance the Five-Year Strategic Plan with the following initiatives. We added a Facilities Engineer to this department in Q4 of 2023 to aid in management of staff housing, of which we now hold over \$5M in land and housing assets.

Inspiring Dedication to Place

- Prioritize staff time to support marketing and outreach content.

Stronger More Resilient Yosemite

- Budget to offer free and low-cost programming to visitors and expand reach of education efforts outside of earned revenue activities.

Connecting Park & People

- Provide leadership for augmented responsibility of YC in new Yosemite Exploration Center.
- Provide resources and guidance for Directors to execute on mission of enriching the visitor experience in an inspired and efficient way.

Partnership & Impact

- Provide trusted, agile, positive, creative partnership with NPS to provide excellence for the visitor experience.
- Remain lock step with ever changing NPS Interp leadership and provide consistency, support and assurance.

Building Capacity

- Lead conversations with staff around professional development, opportunities, and necessary training to aid in advancement.
- Organize and execute annual retreat for Yosemite Operations Team
- Promote capability and reach of education programs to help address the gap in park visitor services.
- Acquire 5 additional beds for YC staff in El Portal
- Support staff housing development efforts at Yosemite West

Culture & Diversity

- Focus on housing acquisition as a foundational piece of how we diversity our in-park staff.

Financial Foundation

- Look beyond fee for service support of programs to bring about new initiatives related to diversity and access.
- Identify % of donor support that programs can reliably budget to each year.
- Plan and execute growth in staffing capacity to deliver free public programming, production of literature, science communication and educational resources.
- Offset 85% of all in park program activity expense with earned revenue.

APPENDIX

Yosemite Conservancy

Consolidated Statement of Activities For the 10 months ended October 31, 2023 Unaudited

	Without Donor Restrictions	With Donor Restrictions	Actual YTD	Budget YTD	Amount Fav/(Unfav)	Percent Fav/(Unfav)	Prior Year YTD	Percent Incr/(Decr)
SUPPORT AND REVENUE:								
Individual support	5,664,664	1,245,549	6,910,213	13,244,380	(6,334,166)	-48%	7,007,741	-1%
Bequests	3,231,502	-	3,231,502	2,083,333	1,148,169	55%	3,024,878	7%
Corporate support	66,500	1,398,968	1,465,468	255,000	1,210,468	475%	328,854	346%
Foundation support	101,500	1,314,412	1,415,912	500,000	915,912	183%	410,000	245%
Special events & other support	517,878	-	517,878	691,050	(173,172)	-25%	41,280	1155%
Cause-related contributions	262,060	636,920	898,980	1,098,750	(199,770)	-18%	963,750	-7%
Total Contributions	9,844,104	4,595,849	14,439,953	17,872,513	(3,432,560)	-19%	11,776,504	23%
Retail sales	3,301,169	-	3,301,169	3,224,794	76,375	2%	2,623,189	26%
Publishing sales	317,683	-	317,683	631,764	(314,082)	-50%	327,666	-3%
Total sales	3,618,851	-	3,618,851	3,856,558	(237,707)	-6%	2,950,856	23%
Retail cost of sales	(1,879,959)	-	(1,879,959)	(1,595,177)	(284,782)	-18%	(1,591,072)	-18%
Publishing cost of sales	(124,403)	-	(124,403)	(394,995)	270,592	69%	(149,262)	17%
Total cost of sales	(2,004,362)	-	(2,004,362)	(1,990,172)	(14,190)	-1%	(1,740,334)	15%
Retail and publishing, net	1,614,489	-	1,614,489	1,866,387	(251,897)	-13%	1,210,522	33%
Visitor services program fees	475,422	-	475,422	482,474	(7,051)	-1%	541,244	-12%
Wilderness program fees	741,676	-	741,676	604,216	137,460	23%	713,260	4%
Volunteer program fees	92,280	-	92,280	101,117	(8,837)	-9%	70,042	32%
Visitor services & program fees	1,309,379	-	1,309,379	1,187,807	121,572	10%	1,324,546	-1%
Total Program Revenue	2,923,868	-	2,923,868	3,054,193	(130,325)	-4%	2,535,068	15%
Other Revenue	69,932	-	69,932	73,633	(3,701)	-5%	62,855	11%
Net Assets Transferred From Restr. Fund	404,818	(404,818)	-	-	-			
TOTAL SUPPORT AND REVENUE	13,242,722	4,191,031	17,433,753	21,000,339	(3,566,586)	-17%	14,374,427	21%
EXPENSES:								
Program Services & Expenses:								
Grant administration	479,539	-	479,539	494,856	15,317	3%	441,812	9%
Grants and aid to NPS	6,615,703	-	6,615,703	6,707,590	91,887	1%	6,371,964	4%
Park enhancements	7,095,242	-	7,095,242	7,202,446	107,204	1%	6,813,775	4%
Retail operations	1,176,056	-	1,176,056	1,466,783	290,727	20%	961,178	22%
Publishing	76,001	-	76,001	114,196	38,196	33%	101,515	-25%
New book development	43,378	-	43,378	50,705	7,327	14%	62,118	-30%
Retail and publishing	1,295,434	-	1,295,434	1,631,684	336,250	21%	1,124,810	15%
Donor events	481,841	-	481,841	819,733	337,893	41%	84,523	470%
Donor communications	1,097,302	-	1,097,302	1,469,665	372,363	25%	725,588	51%
Donor Education and Events	1,579,142	-	1,579,142	2,289,398	710,256	31%	810,111	95%
EP Admin	305,452	-	305,452	308,057	2,605	1%	297,311	3%
Visitor services program	612,290	-	612,290	654,033	41,743	6%	594,876	3%
Wilderness program	355,222	-	355,222	402,900	47,678	12%	250,943	42%
Volunteer program	290,802	-	290,802	288,070	(2,733)	-1%	246,672	18%
Visitor services and programs	1,563,766	-	1,563,766	1,653,059	89,293	5%	1,389,802	13%
Total Program Services & Expenses	11,533,585	-	11,533,585	12,776,588	1,243,002	10%	10,138,499	14%
Supporting Services:								
Administrative expenses	1,538,529	-	1,538,529	1,666,294	127,764	8%	1,534,895	0%
Fundraising expenses	4,484,005	8,200	4,492,205	4,867,724	375,520	8%	4,084,003	10%
Campaign fundraising	10,880	-	10,880	88,900	78,020	88%	104,727	-90%
Total Support Expenses	6,033,414	8,200	6,041,614	6,622,918	581,304	9%	5,723,626	7%
TOTAL EXPENSES	17,566,999	8,200	17,575,199	19,399,506	1,824,306	9%	15,862,125	11%
Change in Net Assets from Operations	(4,324,277)	4,182,831	(141,446)	1,600,834	(5,390,893)	-337%	(1,487,698)	90%
Investment income	536,735	13,992	550,727	126,250	424,477	336%	248,111	122%
Unrealized gains/(losses)	(307,759)	297,195	(10,564)	450,000	(460,564)	-102%	(2,799,128)	-100%
Realized gains/(losses)	(12,675)	(36,656)	(49,331)	-	(49,331)	0%	(199,227)	-75%
Amortization of bond premium	10,496	-	10,496	-	10,496	0%	(18,366)	-157%
Total Investment and Other Revenue	226,797	274,531	501,328	576,250	(74,922)	-13%	(2,768,610)	-118%
Change in Net Assets	(4,097,480)	4,457,362	359,882	2,177,084	(1,817,202)		(4,256,308)	
Beginning Net Assets	24,943,560	10,907,627	35,851,187	35,851,187	-		31,864,759	
NET ASSETS at end of period	20,846,081	15,364,988	36,211,069	38,028,271	(1,817,202)		27,608,451	

Yosemite Conservancy

Consolidated Statement of Activities

For the 10 months ended October 31, 2023

Unaudited

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Fundraising expenses	4,484,005	8,200	4,492,205	4,867,724	375,520	8%	4,084,003	10%
Campaign fundraising	10,880	-	10,880	88,900	78,020	88%	104,727	-90%
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Investment income	536,735	13,992	550,727	126,250	424,477	336%	248,111	122%
Unrealized gains/(losses)	(307,759)	297,195	(10,564)	450,000	(460,564)	-102%	(2,799,128)	-100%
Realized gains/(losses)	(12,675)	(36,656)	(49,331)	-	(49,331)	0%	(199,227)	-75%
Amortization of bond premium	10,496	-	10,496	-	10,496	0%	(18,366)	-157%
Total Investment and Other Revenue	226,797	274,531	501,328	576,250	(74,922)	-13%	(2,768,610)	-118%
Change in Net Assets	(4,097,480)	4,457,362	359,882	2,177,084	(1,817,202)		(4,256,308)	
Beginning Net Assets	24,943,560	10,907,627	35,851,187	35,851,187	-		31,864,759	
NET ASSETS at end of period	20,846,081	15,364,988	36,211,069	38,028,271	(1,817,202)		27,608,451	

Yosemite Conservancy

Statement of Financial Position

	Unaudited Oct-2023	Audited Dec-2022	Amount Incr/(Decr)	Percent Incr/(Decr)
ASSETS				
CURRENT:				
Cash and cash equivalents	4,824,075	6,589,424	(1,765,348)	-27%
Pledges receivable, net	759,135	4,154,457	(3,395,322)	-82%
Other receivables, net	99,860	220,071	(120,211)	-55%
Investments, at fair value				
Cash and cash equivalents	7,623,812	5,829,907	1,793,905	31%
Managed Investments	20,188,765	17,206,255	2,982,510	17%
Inventories, net	740,573	657,630	82,944	13%
Prepaid expenses and other assets	302,261	377,763	(75,502)	-20%
TOTAL CURRENT ASSETS	34,538,482	35,035,505	(497,023)	-1%
PROPERTY AND EQUIPMENT, at cost:				
Property and equipment	2,069,323	1,874,662	194,662	10%
Accum. deprec.	(625,363)	(560,275)	(65,088)	-12%
TOTAL PROPERTY AND EQUIPMENT	1,443,960	1,314,387	129,574	10%
OTHER:				
Pledges receivable, net of current portion	526,893	-	526,893	0%
Other long-term assets	14,500	14,500	-	0%
Operating lease right-of-use asset	628,916	770,362	(141,446)	-18%
Property held for future use	3,450,284	3,431,314	18,970	1%
Charitable gift annuities, at present value	194,582	129,905	64,677	50%
Deferred compensation asset	323,545	323,545	-	0%
TOTAL OTHER	5,138,720	4,669,626	469,094	10%
TOTAL ASSETS	41,121,163	41,019,518	101,645	0%
LIABILITIES				
CURRENT:				
Accounts payable	270,082	279,783	(9,701)	-3%
Accrued liabilities	429,323	574,169	(144,846)	-25%
Lease Liability (current)	186,571	191,340	(4,768)	-2%
Grants/Aid payable - current	3,247,704	3,196,176	51,528	2%
TOTAL CURRENT LIABILITIES	4,133,680	4,241,467	(107,787)	-3%
LONG-TERM:				
Deferred compensation liability	323,545	323,545	-	0%
Lease Liability (non-current)	452,869	603,319	(150,450)	-25%
TOTAL LIABILITIES	4,910,094	5,168,331	(258,238)	3%
NET ASSETS				
UNRESTRICTED				
Available for operations	(4,167,109)	937,352	(5,104,462)	-545%
Board designated emergency fund	3,800,000	3,800,000	-	0%
Yosemite legacy fund	21,191,028	15,460,507	5,730,521	37%
Real Estate, Property and Equipment Fund	4,856,462	4,745,701	110,761	2%
TOTAL UNRESTRICTED	25,680,380	24,943,560	736,820	3%
TEMPORARILY RESTRICTED				
Temporarily restricted for projects/programs	4,247,115	6,726,457	(2,479,343)	-37%
Campaign temporarily restricted fund	2,588,203	485,798	2,102,405	433%
TOTAL TEMPORARILY RESTRICTED	6,835,317	7,212,255	(376,938)	-5%
Permanently restricted endowment	3,695,371	3,695,371	-	0%
TOTAL NET ASSETS	36,211,069	35,851,187	359,882	1%
TOTAL LIABILITIES AND NET ASSETS	41,121,163	41,019,518	101,644	0%
Current Ratio	8.36:1	8.26:1		

October 2023 YTD Dashboard

Legend:

- Exceeds Target ●
- Between 0-5% below target ●
- >5% below target ●

DASHBOARD (Dollars in thousands)	Status	Actual	Budget	Prior Year	Variance	Var%	YoY %
Revenue measures							
Annual Contributions	●	7,585	10,098	8,710	(2,513)	-25%	-13%
Bequests	●	3,232	2,083	3,025	1,148	55%	7%
Campaign & special projects	●	3,105	5,000	-	(1,895)	-38%	N/A
Events & in-kind	●	518	691	41	(173)	-25%	1155%
Total contributions	●	14,440	17,872	11,777	(3,432)	-19%	23%
Program & retail revenue, net	●	2,924	3,054	2,535	(130)	-4%	15%
Other Revenue	●	70	74	63	(4)	-5%	11%
Total operating revenue and support	●	17,434	21,000	14,374	(3,566)	-17%	21%
Cost measures							
Park programs, retail & publishing	●	2,859	3,285	2,515	426	13%	14%
Donor communications & events	●	1,579	2,289	810	710	31%	95%
Support services (unallocated)	●	6,042	6,623	5,724	581	9%	6%
Total operating expenses	●	10,480	12,197	9,048	1,717	14%	16%
Park enhancements	●	7,095	7,202	6,814	(107)	-1%	4%
Total Expenses	●	17,575	19,400	15,862	1,824	9%	11%
Net surplus measures							
Net operating surplus (deficit) before campaign, bequests, and grants	●	1,118	2,296	(467)	(1,178)	-51%	-339%
Total operating net surplus (deficit)	●	(141)	1,601	(1,488)	(1,742)	-109%	90%
Investment income (loss)	●	501	576	(2,769)	(75)	-13%	118%
Total net surplus (deficit)	●	360	2,177	(4,256)	(1,817)	-83%	108%

Yosemite Conservancy

Statement of Cash Flows Current Year vs Previous Year For The 10 Months Ended October 31, 2023 and October 31, 2022

	Unaudited	
	October 31, 2023	October 31, 2022
Cash Flows from Operating Activities:		
Change in Net Assets	359,882	(4,256,308)
Adjustments from Operating Activities		
Depreciation Expense	65,088	62,369
Unrealized (Gain) Loss from Investments	10,564	2,810,632
Realized (Gain) Loss from Investments	49,331	199,227
(Increase) Decrease in Operating Assets		
Pledges Receivables	2,868,429	(9,354)
Other Receivables	120,211	525,025
Inventory	(82,944)	(128,739)
Other Assets	75,502	(69,293)
Charitable Gift Annuities	(64,677)	37,022
Increase (Decrease) in Operating Liabilities		
Accounts Payable	(9,701)	205,806
Accrued Liabilities	(144,846)	(24,360)
Operating lease liability	(13,773)	7,965
Deferred rent	0	(16,469)
Grants payable to Yosemite National Park	51,528	(746,402)
Net Cash Provided (Used) by Operating Activities:	3,284,594	(1,402,878)
Cash Flows from Investing Activities		
Purchase of Equipment	(194,662)	(417,842)
Purchase and improvement of Building	(18,970)	(167,546)
Net of Sales and Purchases of Investments	(3,083,667)	(3,261,580)
Net Cash (Used) by Investing Activities:	(3,297,298)	(3,846,968)
Cash Flows from Financing Activities		
Net Cash Provided by Financing Activities:	0	0
Net Increase (Decrease) in Cash and Cash Equivalents:	(12,705)	(5,249,846)
Unrestricted Cash and Cash Equivalents at Beginning of Year	12,419,330	14,411,066
Unrestricted Cash and Cash Equivalents: at October 31, 2023 and October 31, 2022	12,406,626	9,161,220

Yosemite Conservancy
2024 Budget Statement of Financial Position
For the Years Ended and Ending December 31

	<u>Actual 2021</u>	<u>Actual 2022</u>	<u>Forecast 2023</u>	<u>Budget 2024</u>	<u>Dollar Change</u>	<u>Percent Change</u>
ASSETS						
Cash & cash equivalents	\$8,743,188	\$6,589,424	\$10,239,326	\$10,511,226	\$271,900	2.7%
Pledge receivable	278,129	4,154,457	300,000	300,000	-	0.0%
Campaign pledge receivable	-	-	1,200,000	3,200,000	2,000,000	166.7%
Other receivables	608,966	220,071	200,000	200,000	-	0.0%
Inventory	542,917	657,629	700,000	700,000	-	0.0%
Investments--Cash	5,689,533	5,829,907	5,888,206	6,500,000	611,794	10.4%
Investments--Securities	16,522,257	17,206,255	17,378,318	14,500,000	(2,878,318)	-16.6%
Other current assets	274,519	\$377,763	300,000	300,000	-	0.0%
Total current assets	<u>32,659,509</u>	<u>35,035,506</u>	<u>36,205,850</u>	<u>36,211,226</u>	<u>5,377</u>	<u>0.0%</u>
Pledge rec., net of current portion	206,985	-	3,600,000	8,400,000	4,800,000	133.3%
Real estate, property & equipment, net	4,174,703	4,745,702	4,900,000	5,100,000	200,000	4.1%
Other noncurrent assets	447,875	1,238,310	1,300,226	1,365,237	65,011	5.0%
Total noncurrent assets	<u>4,829,563</u>	<u>5,984,012</u>	<u>9,800,226</u>	<u>14,865,237</u>	<u>5,065,011</u>	<u>51.7%</u>
Total Assets	<u><u>\$37,489,072</u></u>	<u><u>\$41,019,518</u></u>	<u><u>\$46,006,075</u></u>	<u><u>\$51,076,463</u></u>	<u><u>\$5,070,388</u></u>	<u><u>11.0%</u></u>
LIABILITIES						
Accounts payable & accruals	993,879	1,368,836	1,000,000	1,000,000	-	0.0%
Grants payable	4,630,434	3,196,176	3,500,000	4,000,000	500,000	14.3%
Total Current Liabilities	<u>5,624,313</u>	<u>4,565,012</u>	<u>4,500,000</u>	<u>5,000,000</u>	<u>500,000</u>	<u>11.1%</u>
Operating Lease Liability	-	603,319	400,000	200,000	(200,000)	-50.0%
Total Liabilities	<u>5,624,313</u>	<u>5,168,331</u>	<u>4,900,000</u>	<u>5,200,000</u>	<u>300,000</u>	<u>6.1%</u>
NET ASSETS						
Without donor restrictions						
Available for Operations	1,815,613	937,359	406,666	80,216	(326,450)	-80.3%
Legacy Fund	12,854,517	15,460,525	18,829,910	16,052,582	(2,777,328)	-14.7%
Emergency Fund	3,357,000	3,800,000	4,066,000	2,350,620	(1,715,380)	-42.2%
Real Estate, Prop & Equip Fund	4,174,703	4,745,702	4,900,000	5,100,000	200,000	4.1%
Total net assets without donor restrictions	<u>22,201,833</u>	<u>24,943,586</u>	<u>28,202,576</u>	<u>23,583,418</u>	<u>(4,619,158)</u>	<u>-16.4%</u>
With donor restrictions						
Net assets with donor restrictions	3,059,903	5,569,311	2,000,000	1,000,000	(1,000,000)	-50.0%
Campaign projects	751,390	686,198	6,186,198	15,864,014	9,677,816	156.4%
Total net assets with donor restrictions	<u>3,811,294</u>	<u>6,255,509</u>	<u>8,186,198</u>	<u>16,864,014</u>	<u>8,677,816</u>	<u>106.0%</u>
Donor endowed funds						
Original Endowments	3,695,288	3,695,371	3,695,371	3,695,371	-	0.0%
Undistributed Earnings	2,156,344	956,721	1,421,930	1,933,660	511,730	36.0%
Total net assets with donor restrictions	<u>5,851,632</u>	<u>4,652,092</u>	<u>5,117,301</u>	<u>5,629,031</u>	<u>511,730</u>	<u>10.0%</u>
Total net assets with donor restrictions	<u>9,662,926</u>	<u>10,907,601</u>	<u>13,303,499</u>	<u>22,493,045</u>	<u>9,189,546</u>	<u>69.1%</u>
Total Net Assets	<u><u>31,864,759</u></u>	<u><u>35,851,187</u></u>	<u><u>41,106,075</u></u>	<u><u>45,876,463</u></u>	<u><u>4,770,388</u></u>	<u><u>11.6%</u></u>
Total Liabilities and Net Assets	<u><u>\$37,489,072</u></u>	<u><u>\$41,019,518</u></u>	<u><u>\$46,006,075</u></u>	<u><u>\$51,076,463</u></u>	<u><u>\$5,070,388</u></u>	<u><u>11.0%</u></u>