

### 2012 RESPECT OUR PLANET®

# SUSTAINABILITY REPORT

A HORNBLOWER COMPANY



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Clean Air. Clean Water. Clean Future.

RESPECT OUR PLANET® IS OUR COMMITMENT TO THE ENVIRONMENT, HEALTH & SAFETY AND QUALITY.

### INTRODUCTION

In the following pages, you will read about our progress – as well as our setbacks - in embracing Respect Our Planet®.

The 2012 Respect Our Planet® Report is a snapshot of our performance to date. The report documents the things we have learned from the many green businesses in the Bay Area and applied to our own business. It also highlights what we have achieved entirely with our own ingenuity. Our hope is to inspire our industry to embrace a model where economic growth is merged with stewardship for our environment and quality of life. We believe that this integrated model will allow us to continue to grow as a company and lead to our long-term success.

Sincerely,

Terry MacRae, CEO The Hornblower Companies

Bob Shaw, COO The Hornblower Companies

Scott Thornton, General Manager Alcatraz Cruises

Brian Stewart, VP Development & Sustainability The Hornblower Companies

We are pleased with our achievements so far. Over the last few years our major achievements include:

- ✓ Developed the Respect Our Planet® program and website
- ✓ Achieved ISO 14001 Environmental Management System Certification, ISO 9001 Quality Management System Certification and OHSAS 18001 Health and Safety Management System Certification
- ✓ Set formal objectives and targets for our business
- ✓ Retrofitted all of our primary vessels with the most fuelefficient Tier 2 marine engines available
- ✓ Built and operate the Hornblower Hybrid, the world's first hybrid passenger vessel
- ✓ Built and operate the Clipper Hybrid, the world's second hybrid passenger vessel
- ✓ Currently converting our third primary vessel to hybrid technology, making Alcatraz Cruises a fully hybridized fleet by 2013
- ✓ Improved the guest experience by upgrading the sewer system on Alcatraz Island
- ✓ Installed a rainwater capture system to provide water for gardening on Alcatraz Island

### INTRODUCTION

### MESSAGE FROM MANAGEMENT

As overseas commerce and the marine tourism industry continue to expand around the globe, stories and statistics on the negative environmental impacts and voyages gone wrong have become commonplace:

- In January 2012, the luxury cruise liner Costa Concordia capsized off the coast of Italy. As a result, 34 passengers and crew died and hundreds of millions of dollars in investment were lost.
- According to the International Tanker Owners Pollution Federation, approximately 1.7 billion gallons of oil were lost as a result of tanker incidents from 1970 to 2009.
- According to the U.S. Department of Energy, 1.3 million gallons of petroleum are spilled into U.S. waters from vessels and pipelines in a typical year.
- Environmental advocacy groups estimate that ships generate 15-30% of the world's smog-forming emissions. This is primarily the result of IMO rules allowing ships to burn raw bunker fuel containing very high particulates, and up to 4.5% sulfur. California diesel, by comparison, contains 0.0015% sulfur.

BY THE SUMMER OF 2013, WE WILL HAVE THE MOST EFFICIENT AND ENVIRONMENTALLY FRIENDLY MOTORIZED FERRY SERVICE IN THE WORLD.

As a company whose primary focus is providing amazing experiences on the water, we realize we have an obligation to lead and a responsibility to do better. As a San Francisco-based company, we have watched the "greening" of industry and technology take place in our back yard. Over the past decade, many Bay Area businesses have come to realize that environmental and social responsibility are more than simply meeting regulations and an altruistic desire to do the right thing. It is about efficiency, workplace satisfaction, community and quality of life. It is no longer an add-on to business as usual but, instead, has become married to business - and in some cases, such as with the fast-growing green-tech industry, it is the entire reason for being in business. At Alcatraz Cruises, we are trying our best to capture the essence of this sense of stewardship through a program we call Respect Our Planet<sup>®</sup>.

Respect Our Planet® is about preventing pollution, reducing waste, conserving energy and applying alternative energy technologies. It is also about respecting the health and wellbeing of our employees and customers.



### **COMPANY PROFILE**

### **ABOUT US**

Alcatraz Cruises is a private company started in 2006. It is one of a family of companies owned by Terry MacRae, who began Hornblower as a two-ship operation on San Francisco Bay in 1980. The Hornblower Companies now include: Hornblower Cruises & Events, Alcatraz Cruises, Statue Cruises, Adventures at Sea, Liberty Landing Ferry, Alcatraz Island Services and Marina Del Ray Waterbus. A new family member, Niagara Cruises, will begin operation in Niagara Falls in 2014.

Alcatraz Cruises operates passenger ferry services between Pier 33 and Alcatraz Island. We also organize many of the special events that take place on Alcatraz. Additionally, we also manage a number of essential services on Alcatraz Island, including potable water, wastewater, fuel, electricity generation, operation of the tram and the delivery of goods and supplies to the Island.

### **ALCATRAZ CRUISES: WHO WE ARE BY THE NUMBERS**

Employees	165
Vessels	6
Passengers carried	1,500,00
Sandwiches served	20,000
Gallons of fueldelivered to Alcatraz Island	154,000
Gallons of waterdelivered to Alcatraz Island	422,000

### **ABOUT THE HORNBLOWER COMPANIES**

#### **Our Concessions Companies**

- Alcatraz Cruises authorized Concessioner of the National Park Service at Alcatraz Island
- Statue Cruises authorized Concessioner of the National Park Service at Statue of Liberty & Ellis Island
- Niagara Cruises authorized Concessioner of the Niagara Parks Commission at Niagara Falls

 Alcatraz Island Services - authorized service provider of the National Park Service at Alcatraz Island

### **Our Other Companies**

- Hornblower Cruises & Events
- Adventures at Sea
- Marina Del Ray Waterbus











### **SCOPE OF THE REPORT**

#### ABOUT THIS REPORT

The 2012 Respect Our Planet® Sustainability Report for Alcatraz Cruises is our first attempt to summarize our performance publicly. The 2012 Report is inclusive of all Alcatraz Cruises operations for all years since we first started carrying passengers to Alcatraz in 2006. The Report includes performance metrics important to our business in the areas of environmental sustainability, quality, and healthy & safety.

#### Our stakeholders, and the likely end-users of this report, include:

- National Park Service employees and officials
- City and municipal officials; event organizers
- Our suppliers, contractors and vendors
- All employees and the executive management team
- Sustainability professionals
- State and Federal regulatory agencies
- Marine industry professionals and tourism professionals



### **ALCATRAZ CRUISES 2015 GOALS**

#### CHARTING THE COURSE

Charting a course for a company is not an easy process. Setting realistic, material, far-reaching, yet achievable goals is even more difficult. In 2006, Alcatraz Cruises began collecting baseline data (our Respect Metrics) and set objectives and targets for the company. Specific targets continue to be refined annually. They are time-bound and assigned to personnel responsible for their completion.

This objective- and target-setting process is the foundation upon which our 2015 goals are predicated. Steadfast commitment to our Respect Management Systems is what will help us meet those goals in the upcoming years.

"The maritime industry has not made any significant leaps in propulsion technology since the introduction of the diesel engine on commercial vessels in the early 1990s. We intend to lead and inspire a wave of advancement to continue until this industry can function in harmony with our environment."

—Terry MacRae, CEO, The Hornblower Companies

### 2015 GOALS\*

### **Environmental**

#### Hybrid Ferry Technology

100% conversion of all primary passenger ferries to patented Hornblower Hybrid technology

#### Air Emissions

50% reduction in  $\rm CO_2$  emission intensity and 70% reduction in  $\rm SO_2$ ,  $\rm NO_X$  and particulate emissions

#### Solid Waste

85% of all solid waste generated will be diverted from the landfill

#### **Sustainable Purchasing**

70% of all resale products will meet an environmentally preferable product standard

#### Release to Water

Zero spills and hazardous releases into the water

### Healthy, Sustainable Foods

80% of food items offered for purchase will be healthy, sustainable choices

### Quality

#### **Customer Satisfaction**

100% customer satisfaction based on surveys

### Safety

#### **Lost Time Incidents**

Zero lost-time incidents per year

#### **Training**

100% delivery of Respect training modules to all employees

\*All goals use a baseline year of 2006

### **POLICY COMMITMENTS & MANAGEMENT SYSTEMS**

#### RESPECT OUR PLANET COMMITMENT

#### Corporate Mission Statement

At Alcatraz Cruises we are committed to respecting our customers, our crew and the natural environment. Through our integrated health & safety, quality and environmental management system, we strive to serve you better and leave the planet a better place than when we began.

#### Environment

We RESPECT OUR PLANET and will protect and conserve the natural resources and ecosystems on which our business depends. We are committed to preventing pollution, reducing waste, conserving water and energy, and educating our guests and employees on environmental stewardship. We will seek opportunities to partner with stakeholders that support our commitment to the environment.

### Health and Safety

We RESPECT our customers and crew because their health and safety is our first priority. We expect every member of our crew to perform their tasks with a "safety first" attitude. We will provide safe, healthful facilities and services for the enjoyment of our customers and a healthy, safe work environment for all crew. We will provide crew training and resources to ensure that safety is never compromised in our work activities.

#### Quality

We RESPECT our customers because we want them to be 100% satisfied 100% of the time. If our customers are not satisfied, we do not have a business future. We will ask for customer feedback and take prompt action to resolve customer issues.

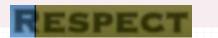
#### **Continual Improvement**

We RESPECT all applicable laws, regulations and industry standards under which we operate and, as an ethical company, we are committed to full compliance with these requirements. We will verify our compliance and performance through third-party audits and promptly correct shortcomings.

Terry MacRae, CEO, The Hornblower Companies



CLEAN AIR...CLEAN WATER...CLEAN FUTURE. RESPECT OUR PLANET® IS OUR COMMITMENT TO THE ENVIRONMENT, HEALTH & SAFETY AND QUALITY.



### POLICY COMMITMENTS & MANAGEMENT SYSTEMS

### **OUR INTEGRATED RESPECT MANAGEMENT SYSTEMS (RMS)**

Our Respect Management System (RMS) formalizes our Respect Our Planet® commitment by setting measurable objectives and targets for our business that we track over time. We are third-party certified to three internationally accepted management standards:



• ISO 14001 Environmental Management Systems Standard —formalizes our commitment to the environment.



• ISO 9001 Quality Management System Standard formalizes our commitment to quality and customer



• OHSAS 18001 Health & Safety Management System Standard — formalizes our commitment to a safe and healthy workplace.

By having an integrated three-standard RMS in place at Alcatraz Cruises we are, by design, committing to high-level performance in all three of these areas. The RMS is the framework that allows us to manage the quality, environmental and safety aspects of our business in a manner that minimizes risk and maximizes performance. All crew and contractors are trained on their roles, specific objectives and targets are set, and programs (such as reducing waiting time at the call center or fuel-saving measures) are strategically implemented. In essence, our RMS becomes an engine for business performance — guiding projects, programs, training, inspections and management review.



- ISO 14001 ENVIRONMENTAL
- ISO 9001 QUALITY
- OHSAS 18001 HEALTH & SAFETY

### POLICY COMMITMENTS & MANAGEMENT SYSTEMS

### VERIFICATION OF OUR RESPECT MANAGEMENT SYSTEM

KPMG has been retained since 2006 to annually audit our Respect Management System and ensure it remains in conformance with the ISO and OHSAS Standards. We hire a third-party internal auditor to assess and provide recommendations for improving the RMS. Annual audits ensure that our programs, procedures, inspections, training and compliance measures are operating as intended. The progress towards achieving our objectives and targets are also reviewed during these annual audits.

### RESPECT OUR PLANET® METRICS: QUANTIFYING PERFORMANCE

Accurate metrics allow us to set realistic objectives and targets, measure performance year-to-year, identify anomalies, and track the impact of projects and programs. The metrics we track are described in the

#### RESPECT OUR PLANET® METRICS

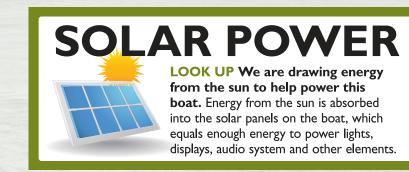
ENVIRONMENTAL	QUALITY	HEALTH & SAFETY
Fuel Consumption (by vessel)	On-Time Arrival	OHSA Reportable Incidents
Electricity Consumption	Customer Satisfaction Survey Rating	Coast Guard Reportable Incidents
Water Consumption	NPS Inspection Ratings	Close Calls
Natural Gas Consumption	Compliments & Complaints	Lost-Time Incidents
Solid Waste Generated	Call Response Time	NPS Inspection Grades
Total Diversion of Solid Waste		% Employee Training Complete
Hazardous & Universal Waste Generated		Employee Retention
Sustainable Retail Items		
Sustainable Food Items		
Scope 1 Air Emissions (CO <sub>2</sub> , NO <sub>X</sub> , SO <sub>2</sub> , PM, CO)		
Scope 2 Air Emissions (CO <sub>2</sub> , NO <sub>X</sub> , SO <sub>2</sub> , PM, CO)		
Environmental Incidents		

### **ENVIRONMENTAL PERFORMANCE**

### FUEL-SIPPING HYBRID FERRIES DRASTICALLY **REDUCE EMISSIONS**

Our ferry fleet consists of three primary vessels (the Alcatraz Flyer Hybrid, Alcatraz Clipper Hybrid and Alcatraz Hornblower Hybrid) and two backup vessels (the Islander and Ranger). Alcatraz Cruises began operating ferry services to Alcatraz Island for the National Park Service in 2006. We immediately went to work turning the old, inefficient fleet that we acquired from the previous operator into what we believe is the greenest motorized ferry service in the world. First we retrofitted the oversized old V-16 engines with the latest EPA Tier 2 engines and emissions reduction technology. Not resting there, we assembled an in-house engineering team that has worked tirelessly on designing, testing and installing Hornblower hybrid technology into our three primary vessels. Once the primary fleet has been converted to hybrid technology and is fully functional in hybrid drive (which requires significant testing and U.S. Coast Guard approval), the fleet is expected to consume 1/4th of the fuel and emit 75% less global warming CO<sub>2</sub> emissions. CO, PM and SO<sub>x</sub> are anticipated to be reduced by nearly 80%.

**OUR HYBRID FLEET IS EXPECTED** TO CONSUME 1/4TH OF THE FUEL & **EMIT 75% LESS GLOBAL WARMING** CO, EMISSIONS.



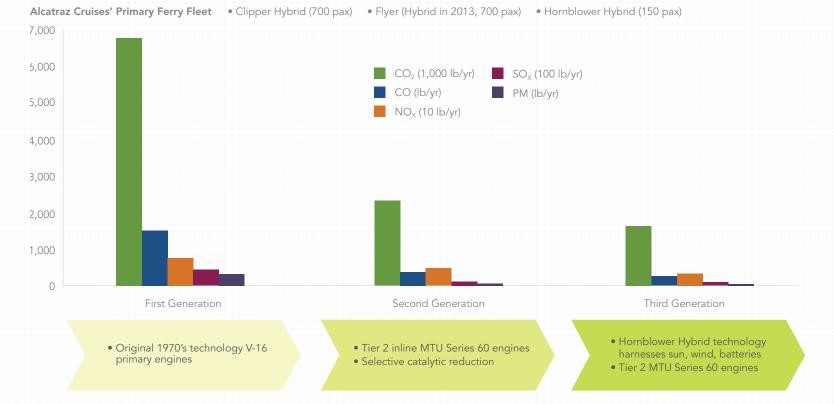
# WIND POWER

**LOOK UP** Wind propelling a boat is hardly a new advancement, but with our unique power drive management system we can use energy from wind to power lights, displays, audio system and other elements on board.



### **ENVIRONMENTAL PERFORMANCE**

### ALCATRAZ CRUISES' FERRY SERVICE EMISSIONS REDUCTIONS



### **First Generation**



### **Second Generation**



### **Third Generation**



### **ENVIRONMENTAL PERFORMANCE**

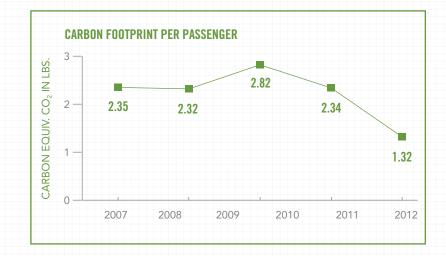
### **OUR ENVIRONMENTAL FOOTPRINT**

We burn diesel in our ferries and we consume natural gas and electricty on Alcatraz Landing. To determine our carbon footprint, we calculated all of the scope 1 and scope 2 emissions that we generate while conducting business.

Diesel Consumed	96,169 gallons
Electricity Consumed	285,075 kWh
Natural Gas Consumed	8,468 therms
Carbon Footprint	1 005 mt C0 on

Carbon Footprint
<ul> <li>Renewable Energy CO<sub>2</sub></li> <li>Offset Credits</li></ul>
2011 Net Carbon Footprint895 mt CO <sub>2</sub> eq

Over the past five years our carbon footprint per passenger has decreased by 44%. This improvement is primarily due to drastically reduced fuel consumption in our ferry fleet. Once we complete the conversion of the Alcatraz Flyer to Hybrid, the carbon footprint per passenger will be even lower.



### **ENVIRONMENTAL COMPLIANCE**

FROM 2007 TO 2011, NUMBER OF REPORTABLE SPILLS AND **ENVIRONMENTAL INFRACTIONS:** 

ZERO.

### **ENVIRONMENTAL PERFORMANCE**

### RENEWABLE ENERGY CREDITS PURCHASED

In 2012, Alcatraz Cruises purchased 283,000 kWh of Green-e® Certified Renewable Energy Credits (RECs) from 3Degrees. This purchase offset 200 metric tons of CO<sub>2</sub> emissions, negating all of the electricity consumed in 2011. The RECs are derived from various renewable energy projects across America, including solar projects being installed at public schools under 3Degrees' Brighter Schools initiative. Our intent is to continue to support this initiative into the future.

### **ON-SITE RENEWABLE ENERGY**

Our on-site renewable energy is on the boats! In total, we have nearly 90kW of electrically-generating capacity on our three primary ferries. The hybrid system on each ferry has been designed to power all the lights, displays, sound system and other elements on board the boat. 90kW is enough renewable energy to meet the electricity needs of approximately 20 homes in San Francisco.

RENEWABLI ENERGY	E	Solar PV	Wind	
ALCATRAZ CLIPPER HY	YBRID	126 SunPower panels. Total output: 40 kW	Urban Green Energy turbines. Total output 2kW	
ALCATRAZ F Hybrid*	LYER	126 SunPower panels. Total output: 40 kW	Urban Green Energy turbines. Total output 2kW	
HORNBLOW Hybrid	'ER	16 unisolar panels. Total output: 1.6kW	2 Helix Wind turbines. Total output: 4 kW	
TOTAL RENEWABLE ENERGY OU		81.6 kW	8 kW	89.6 kW



### **HOW POWER MOVES US**

# ALTERNATIVE ENERGY

Similar to popular hybrid vehicles, our fleet uses power generated by wind, solar and electricity with some fuel, but far less than other ferry boats.

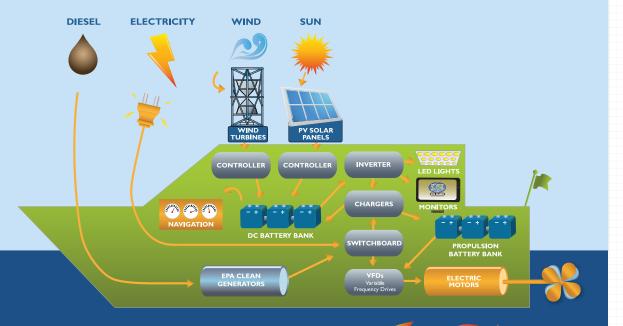
# CONVERTING RESOURCES

the utility grid.

Our fleet's wind turbines and solar panels generate direct current power (DC), most of which is inverted to create alternating current power (AC). Additional AC power is supplied by state-of-the-art diesel generators and clean, local energy from

# USING POWER

The direct current (DC) is used to power the navigational equipment and small LED lighting (Light Emitting Diodes), while the alternating current (AC) is used for low power LED lighting, monitors and the electric motors that propel the boat.





### **WASTE & RECYCLING**

2011

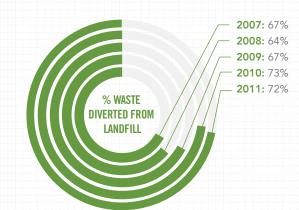
Solid Waste Diversion Rate......72%

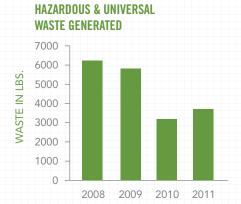
Solid Waste to Landfill 616,950 lbs

Solid Waste Diverted from Landfill............ 1,541,176 lbs

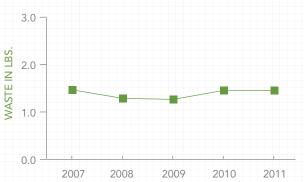
We have been consistently improving our diversion rate over the past five years. Simply put, the diversion rate is the amount of solid waste diverted from landfill through recycling and/or composting. In 2011, the diversion rate at Alcatraz Cruises was 72%. This would be a very impressive achievement anywhere in the United States other than in San Francisco. In October 2012, San Francisco Mayor Ed Lee announced that the City of San Francisco, as a whole, had achieved an 80% diversion rate up from 77% in 2010 — by far the highest diversion rate for any city in the country. Recognizing this as an area we need to put some work into, we have scheduled a series of waste audits and are beginning the process of reviewing our procurement policies to favor lower-waste options.







### SOLID WASTE GENERATED PER PASSENGER



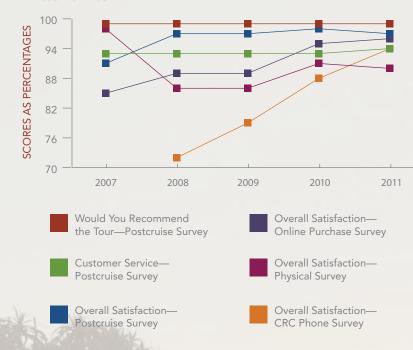


### **QUALITY PERFORMANCE**

#### **CUSTOMER SATISFACTION RATINGS**

99% of guests surveyed say they would recommend the Alcatraz Island Tour to their friends and family!\*

#### **SCORES BY SURVEY TYPE**



#### \*Alcatraz Cruises Annual Visitor Survey Statistics

### NATIONAL PARK SERVICE INSPECTION RATINGS

At Alcatraz Cruises, we have the privilege of working inside the Golden Gate National Recreation Area, managed by the National Park Service (NPS). Our contract with the NPS requires that we meet or exceed expectations on a wide range of different deliverables. This said, most of what we do for the NPS can be summarized by saying we keep the ferries in top shape, keep the facilities clean, and make sure that visitors arrive at Alcatraz Island happy and safe.

The NPS performs both quarterly and annual inspections. To date, our scorecard shows excellent results with the highest possible ratings being given in every quarter except one since 2007.

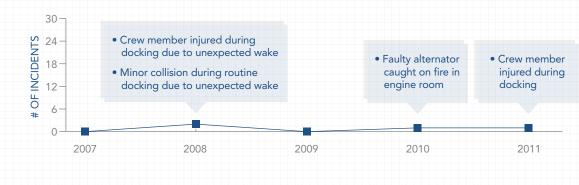
#### QUARTERLY INSPECTIONS



### A SAFE, HEALTHY WORKPLACE

### REPORTABLE INCIDENTS

In the previous five years of operation, we have had four reportable incidents.



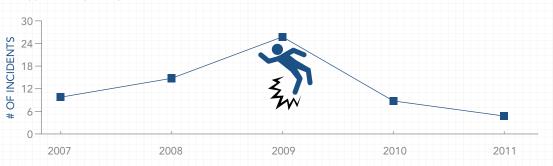


### RATES OF INJURY & LOST TIME

Taking care of our guests and crew has always been our first priority. Unfortunately, from time to time, incidents still happen. An incident can be a cut, scrape, insect bite or something more serious like a strained back due to slipping on a wet surface. A lost-time incident is any incident that is serious enough to require a crewmember to take time off work. Our approach is to analyze every incident or near miss

as closely as possible to determine whether or not it was preventable. If it was preventable, additional training is conducted or engineering changes are made to improve safety. In 2009, we had a string of incidents and realized we needed to focus in on our crew safety program. Since this concerted effort, incidents have fallen dramatically.

#### **LOST TIME INCIDENTS**



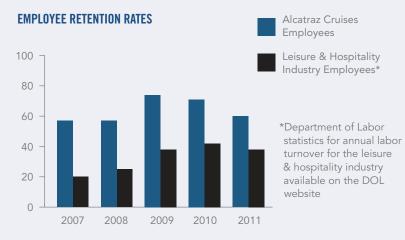
SINCE THIS CONCERTED EFFORT, LOST TIME INCIDENTS HAVE FALLEN DRAMATICALLY.

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### A SAFE, HEALTHY WORKPLACE

### **EMPLOYEE RETENTION & TURNOVER**

Our employees have good benefits and enjoy their work. Compared to the industry averages in leisure and hospitality, our retention rates are much higher and turnover is much lower.





### **EMPLOYEE TRAINING**



2011 – 100% of Alcatraz Cruises employees received the training they required to perform their job.

We pride ourselves on providing quality training at Alcatraz Cruises. Good training produces highly effective, efficient and safe employees. Most of our training happens on the job, given by subject matter experts and employee mentors. In 2011, the average employee at Alcatraz Cruises received close to 50 hours of training whether they were a new hire or veteran employee. Employees in high-risk positions (e.g., deck hands and captains) receive significantly more than the average.



### A SAFE, HEALTHY WORKPLACE

### **HEALTHY FOODS**

Although we have carefully sourced our food items from local sources and have organic options, a dedicated healthy foods program is a new initiative for us. This initiative starts in the spring of 2013 and is based on the following criteria:

We will label all of our food according to these eight criteria with the objective of offering as many healthy and sustainable food offerings to our guests as possible. Of course everyone needs to indulge from time to time, especially when they are on vacation, so sweet and savory options will always remain available.





**Work Boat Magazine** 

Hornblower Hybrid, Significant Boats of 2009

**Work Boat Magazine** 

Hornblower Hybrid featured in April 2009

**Sonoma County Business Environmental Alliance** 

Certificate of Environmental Commitment

SF Goodwill

2008 Green Business Award

**Featured in SF Business Times** 

June 13-19, 2008

**US Coast Guard Child Development Center** 

Certificate of Appreciation for generous contribution to Month of the Military Child Campaign

**Virgin Holidays** 

Responsible Tourism Awards 2009: Winner for best low carbon transport & technology

Visit California

Certificate of Recognition for continued support as a key partner

**Third-Party Certification** 

ISO 9001, 14001, OHSAS 18001







### Cover photo taken by Doc Miles Photography.

## **PARTNERSHIPS & AWARDS**

### **PARTNERS**

National Park Service

Department of the Interior

Golden Gate National Parks Conservancy

National Park Foundation

Passenger Vessel Association

National Parks Conservancy Association

**EPA US Green Power Partner** 

Angel Island Foundation

Antenna Theater

HYBRID

Aquarium of the Bay

Beach Hut at Crissy Field

Cliff House

Fort Mason Center

Marine Mammal Center

Muir Woods Trading Company

Carbon Fund

Energy Star Program

US Green Building Council – LEED

San Francisco Baykeeper

3Degrees

### **MEMBERSHIPS**

BAPTA (Bay Area Professional Ticketing Association)

CalTravel (California Travel Association)

CTTC (California Travel & Tourism Commission)

Fisherman's Wharf Merchant's Association

National Parks Promotion Council

North Beach Chamber of Commerce

Northern California Concierge Association

NPHA (National Park Hospitality Association)

San Francisco Travel Association (formerly SFCVB)

San Mateo Chamber of Commerce

U.S. Travel Association

San Francisco Hotel Council

Student Youth Travel Association



ALL OF THE STAFF MY HUSBAND AND I ENCOUNTERED WERE VERY HELPFUL, FRIENDLY AND PROFESSIONAL! WONDERFUL CRUISE AND THE TOUR WAS WONDERFUL AS WELL! GREAT OVERALL EXPERIENCE, THANK YOU FOR A WONDERFUL DAY! // IT WAS AWESOME! THE BOAT WAS GREAT AND ALCATRAZ WAS SO INTERESTING! // THIS WAS AN AMAZING EXPERIENCE! I'VE BEEN TO SF COUNTLESS TIMES AND HAVE NEVER BEEN TO ALCATRAZ AND I'M SO GLAD I FINALLY MADE THE TRIP! WILL DEFINITELY BE TELLING ALL MY FRIENDS! THE EXPERIENCE WAS AWESOME!! LEARNED A LOT AND THOROUGHLY ENJOYED THE VISIT. // AWESOME EXPERIENCE!!! THAN EXPECTED!! THE BOAT RIDE WAS VERY FUN FOR MY CHILDREN AS WELL! THE TOURGUIDES WERE VERY KNOWLEDGEABLE AND PATIENT. EVEN ASKED MY CHILDREN ABOUT HOW THERE DAY WAS GOING! WE LOVED ALCATRAZ!!! // ALL OF THE STAFF WERE VERY FRIENDLY AND HELPFUL!! WE PARKED FAR AND WERE LATE FOR OUR BOAT — WITHOUT ANY PROBLEMS WE WERE ABLE TO TAKE THE NEXT BOAT OUT. ONCE ON THE ISLAND THE STAFF WERE ALL VERY FRIENDLY AND HELPFUL! THE AUDIO TOUR IS A GREAT ADDITION!!! THANK YOU FOR THE GREAT **EXPERIENCE!** // WONDERFUL EXPERIENCE — EVERYONE WHO COMES TO SAN FRANCISCO SHOULD TAKE THIS OPPORTUNITY!